DOCUMENT RESUME

ED 468 943 JC 020 633

AUTHOR	Bezruki, Don; Barkelar, Craig; Swenson, Dean; Varana, David
TITLE	Administrative Salaries and Staffing, Wisconsin Technical College System. A Review.
INSTITUTION	Wisconsin State Legislative Audit Bureau, Madison.
REPORT NO	No-98-13
PUB DATE	1998-08-00
NOTE	84p.; Edited by Jeanne Thieme.
AVAILABLE FROM	For full text: http://www.legis.state.wi.us/lab/ reports/98-13full.pdf.
PUB TYPE	Numerical/Quantitative Data (110) -- Reports - Evaluative (142)
EDRS PRICE	EDRS Price MF01/PC04 Plus Postage.
DESCRIPTORS	Administration; *Administrators; Budgets; *College Administration; *Community Colleges; *Compensation (Remuneration); Educational Administration; Educational Finance; Fringe Benefits; Resource Allocation; *Salaries; School Personnel; *Technical Institutes; Two Year Colleges
IDENTIFIERS	*Wisconsin Technical College System

ABSTRACT

This 1998 report from the Wisconsin Technical College System Board (WTCSB) reports on administrative compensation, including salaries and fringe benefits, for fiscal year 1996-97. The districts spent a total of $477 million on staff compensation, which accounted for more than 75% of the district's total operating expenditures. While local revenues provided the majority of district funding, state and federal funding accounted for almost 24% of technical college revenues. There has been some concern about the appropriateness of some technical college administrators' salaries, as well as the number of district positions devoted to administrative activity. The Joint Legislative Audit Committee mandated an examination of administrative salaries and staffing. Some of the findings include: (1) during the period from fiscal year (FY) 1991-92 through FY 1996-97, the number of administrative positions increased by 4.5%, yet the number of full-time equivalent faculty positions decreased by 2%, and the number of full-time equivalent students decreased by 10.5%; and (2) as a percentage of total staff compensation, administrative salaries represented 11% of total staff compensation in the Milwaukee area and 21% in the Wisconsin Indianhead district. The report concludes that the system's senior-level administrators earned, on average, less than their peers at midwestern two-year colleges in 1996-97, even though the rate of salary growth has been higher than the national average. (NB)

Reproductions supplied by EDRS are the best that can be made
from the original document.

ED 468 943

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY

D. York

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

1

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☑ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

A REVIEW

Administrative Salaries and Staffing

Wisconsin Technical College System

98-13

TC020633

LEGISLATIVE AUDIT BUREAU

BEST COPY AVAILABLE

A REVIEW

Administrative Salaries and Staffing

Wisconsin Technical College System

98-13

August 1998

1997-98 Joint Legislative Audit Committee Members

Senate Members:	Assembly Members:
Mary A. Lazich, Co-chairperson	Carol Kelso, Co-chairperson
Peggy Rosenzweig	Stephen Nass
Timothy Weeden	John Gard
Robert Wirch	Gregory Huber
Kimberly Plache	Robert Ziegelbauer

LEGISLATIVE AUDIT BUREAU

The Bureau is a nonpartisan legislative service agency responsible for conducting financial and program evaluation audits of state agencies. The Bureau's purpose is to provide assurance to the Legislature that financial transactions and management decisions are made effectively, efficiently, and in compliance with state law and that state agencies carry out the policies of the Legislature and the Governor. Audit Bureau reports typically contain reviews of financial transactions, analyses of agency performance or public policy issues, conclusions regarding the causes of problems found, and recommendations for improvement.

Reports are submitted to the Joint Legislative Audit Committee and made available to other committees of the Legislature and to the public. The Audit Committee may arrange public hearings on the issues identified in a report and may introduce legislation in response to the audit recommendations. However, the findings, conclusions, and recommendations in the report are those of the Legislative Audit Bureau. For more information, contact the Bureau at 131 W. Wilson Street, Suite 402, Madison, WI 53703, (608) 266-2818, or Leg.Audit.Info@legis.state.wi.us.

State Auditor - Janice Mueller

Editor of Publications - Jeanne Thieme

Audit Prepared by

Don Bezruki, Director and Contact Person
Craig Barkelar
Dean Swenson
David Varana

TABLE OF CONTENTS

LETTER OF TRANSMITTAL	1
SUMMARY	3
INTRODUCTION	9
The Technical College System	11
District Staff Salaries	12
COMPENSATION FOR SENIOR-LEVEL ADMINISTRATORS	15
Administrative Salary Levels Among Technical College Districts	15
Salary Comparisons with Similar Midwestern Institutions	17
Other Salary Comparisons	18
University of Wisconsin System	19
K-12 Public Schools	20
Wisconsin Private Colleges	21
Fringe Benefits	22
TOTAL ADMINISTRATIVE SALARIES AND STAFFING	25
Average Hourly Salaries	29
Administrative Positions	32
Other Changes in Staffing	35
Ratio of Faculty and Other Staff to Administrators	37
Ratio of Students to Administrators	38
IMPROVING MANAGEMENT INFORMATION	41
APPENDIX I – WISCONSIN TECHNICAL COLLEGE DISTRICTS' DATA	
APPENDIX II – RESPONSE FROM THE WISCONSIN TECHNICAL COLLEGE SYSTEM BOARD	

****

State of Wisconsin \ LEGISLATIVE AUDIT BUREAU

JANICE MUELLER
STATE AUDITOR
SUITE 402
131 WEST WILSON STREET
MADISON, WISCONSIN 53703
(608) 266-2818
FAX (608) 267-0410

August 12, 1998

Senator Mary A. Lazich and
Representative Carol Kelso, Co-chairpersons
Joint Legislative Audit Committee
State Capitol
Madison, Wisconsin 53702

Dear Senator Lazich and Representative Kelso:

We have completed a review of administrative salaries and staffing within the Wisconsin Technical College System, as directed by the Joint Legislative Audit Committee. In fiscal year (FY) 1996-97, the 16 districts, which are governed by local boards, spent $63.4 million on salaries and fringe benefits for 787.4 administrative positions.

Salaries paid to senior-level Wisconsin technical college administrators—the president and the chief academic, business, and student affairs officers in each district—vary substantially throughout the Wisconsin technical college system. However, they were lower, on average, than salaries paid for similar positions at 56 midwestern two-year public colleges.

In addition to reviewing salaries for four senior-level positions, we reviewed total administrative salaries and staffing levels in FY 1996-97, as well as changes over a five-year period. From FY 1991-92 through FY 1996-97, when salaries at public colleges and universities nationwide increased 17.1 percent, the average hourly rate of administrative salaries within the Wisconsin technical college system increased 22.3 percent, although there were substantial variations in rates among the technical college districts. Three districts had increases exceeding 30 percent.

During this period, the number of administrative staff increased 4.5 percent overall, although changes in individual districts ranged from an increase of 56.2 percent to a decrease of 28.2 percent. While the number of administrative staff increased overall, the number of full-time equivalent students decreased 10.5 percent, and the number of faculty declined by 2.1 percent.

Because of the substantial differences in administrative salaries and staffing levels among the districts, the Wisconsin Technical College System Board could help local district boards analyze their decisions relative to those of other districts by providing salary and staffing information for each district on an ongoing basis.

We appreciate the courtesy and cooperation extended to us by the staff of the technical college districts who assisted us during the course of this review, as well as by the Wisconsin Technical College System Board. The Board's response is Appendix II.

Respectfully submitted,

Janice Mueller
State Auditor

JM/DB/mg

SUMMARY

The Wisconsin Technical College System Board (WTCSB) is responsible for the statewide development, organization, and coordination of policies and standards affecting Wisconsin's 16 technical college districts. WTCSB also provides each district with cost and program information for all the districts. The districts, which operate 47 campuses, are responsible for providing individuals with occupational education below the level of a baccalaureate degree and providing businesses with training and technical assistance that fosters economic development and creates additional employment opportunities. Each district is governed by a board made up of local employers and employes, a school district administrator, and a local elected official. The district boards are authorized to hire staff and to determine salaries.

In fiscal year (FY) 1996-97, staff compensation, including salaries and fringe benefits, accounted for more than 75 percent of each district's total operating expenditures. The districts spent a total of $476.7 million on staff compensation, including $63.4 million to compensate 787.4 full-time equivalent administrative staff, who represented 8.7 percent of the 9,060 full-time equivalent staff in that year. Administrative staff include administrators, such as presidents, vice-presidents, chief academic officers, and deans; supervisors, such as directors of admissions, student development, counseling, and child care services; and the time spent by faculty on assigned administrative services.

While local revenues provide the majority of district funding, state and federal funding account for almost 24 percent of technical college revenues, and the State maintains an interest in ensuring that district operations are efficient and cost-effective. Public reports about salaries of some technical college administrators have prompted questions about the reasonableness of their salaries and salary increases over time. In addition, there have been questions about the number of district positions devoted to administrative activities. Therefore, at the direction of the Joint Legislative Audit Committee, we examined the current levels and recent changes in technical college districts' administrative salaries and staffing. Because the purpose of this report is to provide administrative salary and staffing information to the Legislature and to local technical college district boards, we did not evaluate differences among the districts. The administrative information included in this report will, however, provide local governing boards with a starting point for evaluating their administrative practices relative to those of all other districts.

Because differences in the organizational structures and job descriptions among technical college districts prevent direct comparisons for most administrative positions, we examined FY 1996-97 salaries of four senior-level administrators typically found at each district:

- the presidents or chief executive officers, who direct all operations at the districts, had average salaries of $101,700;

- the chief academic officers, who are in charge of teaching, research, and admissions, had average salaries of $82,158;

- the chief business officers, who direct administrative and financial affairs, had average salaries of $75,482; and

- the chief student affairs officers, who manage issues related to student life such as counseling and testing, campus activities, and career placement services, had average salaries of $69,134.

On average, these Wisconsin technical college administrators earned less than their peers at similar institutions in the Midwest. Presidents at 56 midwestern two-year public colleges earned, on average, 5.6 percent more than Wisconsin technical college presidents in FY 1996-97. Other midwestern chief business officers earned 3.9 percent more, chief academic officers earned 1.5 percent more, and chief student affairs officers earned 0.3 percent more than their Wisconsin counterparts.

We also compared the salaries of Wisconsin technical college presidents with those of chancellors at the University of Wisconsin's four-year campuses and of superintendents at the largest public K-12 school district within each technical college district. On average, the university chancellors' salaries were 8.0 percent higher than the salaries of technical college presidents, and the technical college presidents' salaries were 3.1 percent higher than the salaries of the school district superintendents. While the operating budgets of the school districts are larger than those of the technical college districts, we found that the technical college presidents in 12 of the 16 districts earned more than the school superintendents.

Our review found that administrative salaries varied significantly among the technical college districts in FY 1996-97. There was a difference of $54,203 between the highest-paid district president (who was paid $128,600) and the lowest-paid president (who was paid $74,397). Similar differences were found in the range of salaries paid to administrators in the other positions, including:

- a difference of $32,550 between the highest-paid chief academic officer (who was paid $102,116) and the lowest-paid chief academic officer (who was paid $69,566);

- a difference of $28,724 between the highest-paid chief business officer (who was paid $87,029) and the lowest-paid chief business officer (who was paid $58,305); and

- a difference of $39,904 between the highest-paid chief student affairs officer (who was paid $82,785) and the lowest-paid chief student affairs officer (who was paid $42,881).

Salaries that were not either the highest or the lowest for these positions were distributed throughout the ranges noted.

In addition to basic fringe benefits such as health insurance and participation in the Wisconsin Retirement System, technical college administrators, primarily presidents, received fringe benefits that typically are not available to other staff. As with salaries, there was variation among districts with respect to the types and values of additional benefits. For example, in FY 1996-97:

- 11 districts provided their presidents with vehicles, while 4 others provided cash allowances to purchase or lease vehicles;

- 8 districts provided their presidents with tax-sheltered annuities with annual values up to $10,000;

- 3 districts have agreed to provide health insurance, which cost between $3,300 and $7,900 in FY 1996-97, for their presidents after they retire;

- 3 districts made additional contributions from $2,000 to $11,200 to their presidents' accounts in the Wisconsin Retirement System;

- 2 districts provided bonuses to their presidents, one for $5,000 and the other for $4,000; and

- 2 districts provided annual expense accounts for their presidents, one for $4,000 and the other for $1,500.

While we were not able to obtain comprehensive information, it is not uncommon for Wisconsin's public and private universities to provide similar expanded fringe benefits for senior-level administrators.

In addition to reviewing senior-level technical college administrators' salaries, we examined changes over time in total administrative salaries and staffing. The districts' overall average hourly administrative salary rate increased 22.3 percent from FY 1991-92 through FY 1996-97. That increase is lower than the increases for faculty and other staff, but it is higher than the 17.1 percent increase reflected in salaries for staff at public colleges and universities nationwide. However, 4 of Wisconsin's 16 technical college districts had rates of increase lower than or similar to the national measures, while 3 districts had increases of more than 30 percent during the same period.

There is also variation in administrative staffing levels among the districts. From FY 1991-92 through FY 1996-97, the number of full-time equivalent administrative positions increased 4.5 percent system-wide, to a total of 787.4 positions. The number of administrative positions typically increased in the largest districts but decreased in the mid-sized and smallest districts, although the Nicolet Area district, one of the smallest districts, increased administrative positions by 8.6 staff, or 56.2 percent, and the Wisconsin Indianhead district, one of the mid-sized districts, increased administrative positions by 9.6 staff, or 18.3 percent.

In the Fox Valley and Milwaukee Area districts, two of the largest districts with significant increases in the number of administrative staff, additional positions represent an increase in faculty providing administrative services. For example, in the Fox Valley district, the number of full-time equivalent faculty administrative positions increased by 21.5, while the number of professional administrative positions decreased by 4.7. In the Milwaukee Area district, the number of full-time equivalent faculty administrative positions increased by 17.9, while the number of professional administrative positions increased by 4.7.

Faculty administrators usually are department chairpersons or lead instructors for whom a portion of time has been designated as administrative. Such an approach to administration allows faculty a larger role in the management of educational programs. However, salary differences between faculty and professional administrators need to be considered when analyzing administrative salaries and staffing levels. The annual salaries of faculty with administrative duties are typically based on a contract of 1,330 hours (a school year), rather than the 2,080 hours on which most professional administrators' salaries are based. Consequently, the hourly pay rate of faculty administrators

exceeds that of professional administrators with the same annual salary. Three districts—Milwaukee Area, Madison Area, and Fox Valley—rely on faculty to a significant extent for administrative services, and their hourly salary rates for faculty administrators are higher, on average, than the hourly salaries for professional administrators. For example, in FY 1996-97, 29.7 administrative positions, or 20.7 percent of total administrative positions at the Milwaukee Area district, represented faculty with assigned administrative duties. While the average hourly salary rate of faculty providing administrative services was $45.27, the average hourly salary of professional administrators was $31.11. Consequently, the cost of an hour of administration provided by faculty was 45.5 percent higher than the cost of an hour of administration provided by professional administrators.

Overall, while administrative staffing levels have increased, faculty and enrollment levels have decreased. During the period from FY 1991-92 through FY 1996-97, when the number of administrative positions increased 4.5 percent, the number of full-time equivalent faculty positions decreased by 2.1 percent, and the number of full-time equivalent students decreased by 10.5 percent.

Taken as a whole, the relationship between administrative positions and budgets and total positions and budgets changed little from FY 1991-92 through FY 1996-97. Nevertheless, there were significant differences among the individual districts, including substantial variations in the total cost of administrative salaries, the rate of increase of administrative salaries, and the number of full-time equivalent administrators. Although the districts have provided WTCSB with information on staff hours and salary costs by responsibility area—such as administrative activities and faculty teaching—since 1989, neither WTCSB nor the district boards have reviewed this information in the manner that we did in preparing this report. Consequently, neither WTCSB nor the local district boards have analyzed the variances to determine whether they are the result of differences in organizational structure, geographic area, educational programs, cost of living, enrollment, or other factors. A review emphasizing faculty or any other position would likely provide similar variations among the technical college districts.

While WTCSB provides a significant amount of cost and staffing information to the districts, primarily for the allocation of state aid, the information is typically not in a format to allow other types of analyses. Therefore, we believe that WTCSB needs to consult with the district boards to determine the types of additional salary and staffing information that should be provided to the districts on an annual basis, which would facilitate comparison among districts. In addition to developing routine standardized reports, WTCSB could also provide special-purpose reports tailored to specific positions, costs, or circumstances that may arise in one

or more districts in the future. Therefore, *we recommend the Wisconsin Technical College System Board annually provide the district boards with additional salary and staffing information for each district. At a minimum, this information should include total hours and salaries for administrators, faculty, and other staff. Information should be provided for the most recently completed fiscal year and for earlier periods, so that both current levels and trends in salaries and staffing can be compared among the districts.*

****

The Wisconsin Technical College System Board (WTCSB) is responsible for the statewide development, organization, and coordination of policies and standards affecting Wisconsin's 16 technical college districts, which make up the Wisconsin Technical College System. The technical colleges provide occupational education below the level of a baccalaureate degree for individuals, as well as customized training and technical assistance for businesses. Local boards govern each of the 16 districts, which include 47 campuses shown in Figure 1, and are authorized to hire staff and determine salaries.

Technical college districts employed 787.4 full-time equivalent administrators in FY 1996-97.

In fiscal year (FY) 1996-97, the technical college districts employed 9,060 full-time equivalent staff, 8.7 percent of whom were administrators. Administrative staff include professional administrators, such as presidents, vice-presidents, chief academic officers, and deans; supervisors, such as directors of admissions, student development, counseling, and child care services; and faculty with assigned administrative duties.

Concerns have been raised that salaries and salary increases over time for district administrators, especially for those who serve in senior positions, may be higher than necessary. In addition, some are concerned that the number of administrators has increased at a higher rate than necessary to manage district programs. Therefore, at the direction of the Joint Legislative Audit Committee, we reviewed the technical college districts' administrative salaries and staffing levels to determine:

- whether senior administrators earn salaries equivalent to those of comparable staff at similar educational institutions;
- to what extent administrative salaries have increased in recent years; and
- to what extent the number of administrative positions has changed over time.

The purpose of this report is to provide administrative salary and staffing information to the Legislature and to local technical college district boards. Consequently, we did not evaluate differences among the districts. However, administrative information included in this report will provide a starting point for local governing boards to use in evaluating their administrative practices relative to those of all other districts.

Figure 1

Wisconsin Technical College Districts and Campuses

BEST COPY AVAILABLE

In completing our review, we interviewed WTCSB staff, as well as staff at each of the 16 technical college districts. We also attended several meetings of district administrators. We reviewed procedures that districts follow when hiring senior administrative staff, and management information reports detailing the financial activities and operations of the technical colleges. In addition, we:

- analyzed district salary and staffing data in the WTCSB staff accounting system for the period from FY 1991-92 through FY 1996-97;
- obtained FY 1996-97 salary data for administrators at midwestern two-year public colleges;
- contacted a variety of educational institutions in Wisconsin, including all 13 University of Wisconsin four-year campuses, 16 public K-12 school districts, and 20 private colleges; and
- reviewed recent initiatives designed to improve the performance of technical college district operations.

The Technical College System

In FY 1996-97, the Wisconsin Technical College System's operating and capital budgets totaled $782.4 million. Local property taxes provided $350.6 million, or 44.8 percent of the total funding, and other local revenues, such as tuition and fees and cafeteria and bookstore sales, provided $195.1 million, or 24.9 percent of funding. State funding provided $131.0 million, or 16.7 percent, and federal funding provided $55.7 million, or 7.1 percent. The remaining $50 million came from other sources, including proceeds from debt.

Each district is governed by a local board, and a state board sets system-wide standards.

The technical college system is managed by a system of shared governance, which is intended to ensure consistent educational opportunities and occupational programs throughout the state. WTCSB determines statewide policies and standards, approves the qualifications of districts' educational personnel and courses of study, and reviews district proposals for the development of facilities and the acquisition of land. In addition, WTCSB staff provide curriculum services, evaluate programs, administer state and federal aid, and distribute district cost and program information that provide some indication of district performance relative to other districts.

Locally, a nine-member district board made up of employers and employes, a school district administrator, and a local elected official governs each technical college district. District boards have the authority to hire staff and determine salary levels and to purchase the facilities, materials, and equipment necessary to operate their programs. District boards are statutorily required to coordinate their educational programs with local high schools and University of Wisconsin campuses in order to reduce duplication of programs and help ensure students can make the transition from secondary to post-secondary education.

District Staff Salaries

Staff compensation is the most significant cost of the technical college districts. In FY 1996-97, staff salaries and fringe benefits accounted for more than 75 percent of each district's operating expenditures. Although there are numerous types of staff, we grouped technical college district compensation into three staff categories:

- administrators, which accounts for all of the time of professional administrators and supervisors, as well as the time spent by some faculty on assigned administrative duties;
- faculty, which accounts for faculty time used to develop and deliver courses, but not administrative time; and
- other staff, which accounts for all of the time of staff with responsibilities other than management or teaching, such as program assistants, technology support workers, and librarians.

Overall, administrative compensation accounted for 13.3 percent of salaries and fringe benefits, although the proportion varied among districts.

As shown in Table 1, spending on administrators' salaries and fringe benefits was substantially less than spending on faculty and on other staff in FY 1996-97. However, as a percentage of total staff compensation, administrative salaries and fringe benefits varied considerably among the districts. For example, administrative salaries and fringe benefits represented 10.9 percent of total compensation in the Milwaukee Area district, and 21.3 percent in the Wisconsin Indianhead district.

Table 1

Technical College District Compensation*
FY 1996-97

Technical College District	Total Compensation (in millions)	Faculty Compensation (in millions)	Other Staff Compensation (in millions)	Administrative Compensation (in millions)	Administrative Compensation as a Percentage of Total Compensation
Largest Districts:					
Milwaukee Area	$111.2	$ 57.9	$ 41.2	$12.1	10.9%
Madison Area	57.2	31.8	18.5	6.9	12.1
Fox Valley	39.4	19.4	15.4	4.6	11.7
Gateway	33.6	17.6	12.0	4.0	11.9
Waukesha County Area	34.2	17.3	11.6	5.3	15.5
Mid-sized Districts:					
Northeast Wisconsin	29.0	16.5	9.1	3.4	11.7
Western Wisconsin	24.8	13.2	7.8	3.8	15.3
Chippewa Valley	23.4	13.4	7.3	2.7	11.5
Moraine Park	22.5	11.1	7.5	3.9	17.3
Northcentral	20.8	11.0	7.4	2.4	11.5
Wisconsin Indianhead	19.7	9.4	6.1	4.2	21.3
Smallest Districts:					
Lakeshore	14.9	8.7	4.0	2.2	14.8
Mid-State	13.9	6.8	4.6	2.5	18.0
Blackhawk	12.4	6.1	4.2	2.1	16.9
Nicolet Area	10.2	4.3	3.9	2.0	19.6
Southwest Wisconsin	9.5	5.2	3.0	1.3	13.7
System Total	$476.7	$249.7	$163.6	$63.4	13.3

* Includes both salaries and fringe benefits.

Differences in the amount and the proportion of spending to manage operations could be influenced by the size of a district's operating budget, its organizational structure, its geographic area, and many other factors. Information on senior-level administrative salary levels and how they have changed over time, as well as information on overall administrative salaries and staffing levels, provides a starting point for district boards and others interested in understanding the differences among districts in their approaches to administration.

****

We compared the salaries of senior-level technical college administrators to salaries of their peers in similar institutions. Differences in organizational structures and job descriptions prevent direct comparisons for most administrative positions. However, we were able to examine the salaries of four senior-level administrative positions that typically can be found at each district:

- the president or chief executive officer, who directs all operations at the district;
- the chief academic officer, who is in charge of teaching, research, and admissions;
- the chief business officer, who directs administrative and financial affairs; and
- the chief student affairs officer, who manages issues related to student life such as counseling and testing, campus activities, and career placement services.

Although the base salaries paid to senior-level administrators in these positions varied widely among Wisconsin's technical college districts in FY 1996-97, on average, senior-level administrators earned less than administrators in similar positions at other midwestern two-year public colleges and at some Wisconsin educational institutions. In addition to salaries, senior-level technical college administrators received a variety of benefits in excess of those typically received by other administrative staff.

Administrative Salary Levels Among Technical College Districts

Senior-level administrators' salaries varied significantly among the technical college districts.

As shown in Table 2, base salaries differed significantly for each of the four senior-level administrative positions in FY 1996-97. While the highest-paid president, at the Milwaukee Area district, earned $128,600, the president of the Southwest Wisconsin district earned $74,397, a difference of $54,203. Similarly, the range between the highest and the lowest salaries paid to chief academic officers and to business officers was approximately $30,000, and the difference between the highest and lowest salaries of chief student affairs officers was almost $40,000.

Table 2

Wisconsin Technical College Administrative Base Salaries
FY 1996-97

Technical College District	Chief Executive Officer	Chief Academic Officer	Chief Business Officer	Chief Student Affairs Officer
Largest Districts:				
Milwaukee Area	$128,600	$102,116	$86,725	$80,716
Madison Area	123,398	93,389	84,153	71,797
Fox Valley	109,000	82,667	76,750	81,000
Gateway	101,430	92,624	77,330	78,500
Waukesha County Area	109,136	92,251	87,029	*
Mid-sized Districts:				
Northeast Wisconsin	97,920	78,021	78,021	78,021
Western Wisconsin	96,546	74,726	75,976	69,989
Chippewa Valley	94,131	76,000	72,930	*
Moraine Park	111,578	84,504	80,855	82,785
Northcentral	101,740	76,580	65,410	42,881
Wisconsin Indianhead	97,860	69,566	61,300	47,007
Smallest Districts:				
Lakeshore	97,708	80,654	80,654	60,000
Mid-State	95,000	81,432	76,980	65,333
Blackhawk	101,866	77,561	77,024	*
Nicolet Area	86,896	70,279	68,262	70,262
Southwest Wisconsin	74,397	*	58,305	70,445
System Average	101,700	82,158	75,482	69,134

* The duties of this position were performed by other administrators.

In addition to base salaries shown in Table 2, four districts paid additional salary through bonus programs to seven senior-level administrators in FY 1996-97:

- Western Wisconsin's president received $5,000;
- Northcentral's president received $4,000;
- Fox Valley's chief business, academic, and student affairs officers received $3,000, $1,000, and $750, respectively; and
- Wisconsin Indianhead's chief business and academic officers received $1,680 and $1,628, respectively.

Salary Comparisons with Similar Midwestern Institutions

We obtained information on salary levels for similar positions at other midwestern two-year public colleges from the College and University Personnel Association, an organization that conducts annual surveys of salaries paid to administrators at higher education institutions nationwide. The comparison group consisted of 56 two-year public colleges in Illinois, Indiana, Iowa, Michigan, Minnesota, and Ohio, which are most similar to Wisconsin's technical colleges in terms of their purposes and missions, budgets, and factors such as the general cost of living.

Wisconsin technical college senior administrators earned less, on average, than their midwestern peers.

As shown in Table 3, Wisconsin technical college administrators typically earned less than their peers at midwestern two-year public colleges in the comparison group. Presidents at the 56 midwestern two-year public colleges earned, on average, $5,695, or 5.6 percent, more than Wisconsin technical college presidents in FY 1996-97. Midwestern chief business officers earned 3.9 percent more, midwestern chief academic officers earned 1.5 percent more, and midwestern chief student affairs officers earned 0.3 percent more than their Wisconsin counterparts.

On average, senior-level administrators at the largest and mid-sized midwestern schools typically earned at least 6 percent more than their peers at Wisconsin technical colleges. On the other hand, at the smallest technical colleges, Wisconsin chief academic, business, and student affairs officers had higher average salaries than those paid to their peers in similar-sized institutions in the Midwest.

Table 3

Average Base Salaries of Wisconsin Technical Colleges and a Midwestern Comparison Group
FY 1996-97

	Chief Executive Officer	Chief Academic Officer	Chief Business Officer	Chief Student Affairs Officer
Largest Schools:*				
Wisconsin Technical Colleges	$114,313	$92,609	$82,397	$78,003
Midwestern Comparison Group	126,481	94,010	88,207	82,418
Mid-sized Schools: **				
Wisconsin Technical Colleges	99,963	76,566	72,415	64,137
Midwestern Comparison Group	110,054	87,408	79,928	68,293
Smallest Schools:***				
Wisconsin Technical Colleges	91,173	77,482	72,245	66,510
Midwestern Comparison Group	94,359	72,413	69,894	63,900
All Schools:				
Wisconsin Technical Colleges	101,700	82,158	75,482	69,134
Midwestern Comparison Group	107,395	83,357	78,423	69,337

* Includes 5 Wisconsin technical colleges and 11 midwestern colleges with operating budgets greater than $40 million.

** Includes 6 Wisconsin technical colleges and 24 midwestern colleges with operating budgets between $20 million and $40 million.

*** Includes 5 Wisconsin technical colleges and 21 midwestern colleges with operating budgets less than $20 million.

Other Salary Comparisons

While midwestern two-year public colleges are most similar to Wisconsin's technical college districts, and therefore provide the best salary comparisons, we also obtained salary information for some senior-level administrators in other Wisconsin educational institutions, including the University of Wisconsin, various K-12 public school districts, and several private colleges. However, because of significant differences in educational missions, personnel structures, and other factors, comparisons of senior-level administrators' salaries between the technical college districts and other Wisconsin educational institutions are less meaningful than comparisons to midwestern two-year public colleges.

University of Wisconsin System

Senior administrative positions similar to those at the technical college districts do not exist at the University of Wisconsin's two-year campuses, whose senior-level administrative functions are centralized. However, senior administrative positions similar to those at the technical college districts exist at the University of Wisconsin's four-year campuses. For example, campus chancellors are equivalent to chief executive officers at the technical colleges, and provosts act as the chief academic officers. An assistant chancellor for administration or finance often functions as the chief business officer, and the dean of students or an assistant chancellor often fills the role of chief student affairs officer.

University of Wisconsin senior-level administrators earned more than technical college senior-level administrators.

As shown in Table 4, senior-level administrators at the University of Wisconsin's four-year campuses were paid more than technical college administrators in FY 1996-97. On average, university chief executive officers earned 8.0 percent more than technical college executive officers, and other university senior-level administrators earned at least 15.3 percent more than their technical college counterparts. The differences in salaries between senior-level administrators at the university's four-year campuses and senior-level administrators at the technical college districts will become greater because of the Legislature's FY 1997-98 authorization of substantial increases to bring the salaries for the most senior-level university administrators closer to the levels of their peers.

Table 4

University of Wisconsin and Wisconsin Technical Colleges
Average Base Salaries
FY 1996-97

	University of Wisconsin*	Wisconsin Technical Colleges	Difference in Average Salaries	Percentage Difference
Chief Executive Officer	$109,883	$101,700	$ 8,133	8.0%
Chief Academic Officer	100,822	82,158	18,664	22.7
Chief Business Officer	88,994	75,482	13,512	17.9
Chief Student Affairs Officer	79,731	69,134	10,597	15.3

* Includes administrative salary information from all of the 13 four-year campuses.

The difference in average salaries may be explained in part by the additional responsibilities associated with university educational programs, larger enrollments, and higher operating budgets. For example, the 13 four-year university campuses had total operating expenditures of approximately $2.25 billion in FY 1996-97, while the 16 technical college districts had expenditures of $552.5 million. In the Milwaukee region, the University of Wisconsin-Milwaukee had operating expenditures of $274.1 million, or $157.4 million more than the Milwaukee Area Technical College District, which is by far the largest district. The smallest university campus—University of Wisconsin-Superior—had operating expenditures of $26.4 million, which exceeded the budgets of 8 of the 16 technical college districts.

K-12 Public Schools

With the exception of district superintendents, it is difficult to identify K-12 public school positions with responsibilities similar to those of senior-level technical college administrators. Consequently, we limited our salary comparison to technical college presidents and 16 K-12 public school superintendents. In each of the technical college districts, we considered the salary of the superintendent whose district had the largest enrollment.

Technical college presidents earned slightly more than school district superintendents.

As Table 5 shows, technical college presidents earned approximately $3,000 more, on average, than the K-12 public school superintendents. In corresponding districts, three-quarters of the technical college presidents earned more than the K-12 superintendents.

The operating expenditures of the public school districts we reviewed substantially exceeded the budgets of the technical colleges to which they were compared. The largest difference in operating expenditures was found in the Milwaukee region, where Milwaukee Public Schools spent $740 million, or $623.3 million more than the Milwaukee Area Technical College District spent. While the school district's budget was more than six times that of the technical college, the school superintendent's salary of $127,678 was $900 less than the technical college president's. The smallest difference in operating expenditures was found in the southwestern part of the state, where the Platteville school district spent $13.8 million, or $3 million more than the Southwest Wisconsin Technical College District. While the school district's budget was 27.8 percent higher than that of the technical college, the superintendent's salary of $73,500 was $900 less than the technical college president's salary.

Table 5

Wisconsin Technical College President and K-12 Public School Superintendent Base Salaries
FY 1996-97

Technical College District	Salary of District President	Public School District	Salary of Public School Superintendent
Milwaukee Area	$128,600	Milwaukee	$127,678
Madison Area	123,398	Madison	118,826
Fox Valley	109,000	Appleton	99,500
Gateway	101,430	Racine	110,000
Waukesha County Area	109,136	Waukesha	103,151
Northeast Wisconsin	97,920	Green Bay	97,863
Western Wisconsin	96,546	La Crosse	93,121
Chippewa Valley	94,131	Eau Claire	94,900
Moraine Park	111,578	Fond du Lac	96,905
Northcentral	101,740	Wausau	101,913
Wisconsin Indianhead	97,860	Superior	85,549
Lakeshore	97,708	Sheboygan	97,000
Mid-State	95,000	Stevens Point	92,895
Blackhawk	101,866	Janesville	96,500
Nicolet Area	86,896	Rhinelander	89,212
Southwest Wisconsin	74,397	Platteville	73,500
Average	101,700		98,657

In administrative salary comparisons between technical colleges and K-12 districts, factors other than the size of operating budgets appear to account for differences. This is in contrast to comparisons with the University of Wisconsin, where both four-year campus operating budgets and administrative salaries were generally higher than the technical colleges' administrative salaries and operating budgets.

Wisconsin Private Colleges

Because salary information for private colleges is not readily available, we obtained salaries only for college presidents. Of the 20 Wisconsin private colleges contacted, 11 provided salary information from which comparisons could be drawn. As shown in Table 6, college presidents at these 11 private colleges earned, on average, $14,174, or 13.9 percent, more than Wisconsin technical college presidents in FY 1996-97. It should be noted that the salary range for private college presidents was

$113,700, more than twice the range for technical college presidents. Such a range indicates considerable differences among the colleges included in the group, which makes a comparison more difficult.

Table 6

Wisconsin Private College and Technical College President Base Salaries
FY 1996-97

	Average Salary	Highest Salary	Lowest Salary
Wisconsin Private Colleges*	$115,874	$180,000	$66,300
Wisconsin Technical Colleges	101,700	128,600	74,397
Difference	$ 14,174	$ 51,400	$ (8,097)

* Based on data from 11 private colleges in Wisconsin

Fringe Benefits

Some technical college administrators received expanded fringe benefits.

Wisconsin technical college administrators receive the fringe benefits that are typically available to all technical college staff, including health insurance and participation in the Wisconsin Retirement System. In addition, many districts provided senior-level administrators, primarily their presidents, with supplemental benefits unavailable to most other staff. While we were not able to obtain comprehensive information, it is not uncommon for Wisconsin's public and private universities to provide expanded fringe benefits to senior-level administrators.

Vehicles and annuities were the most common expanded benefits provided to district presidents.

The most common additional benefits provided to district presidents are vehicles and tax-sheltered annuities. As Table 7 shows, the annual value of a vehicle or vehicle allowance provided to district presidents ranged from $1,268 to $8,640 in FY 1996-97. Eleven districts provided their presidents with vehicles, and four districts provided cash allowances to purchase or lease vehicles. In most districts, part of the value of the vehicle benefit represents costs associated with vehicle insurance, maintenance, and repairs. Districts typically allowed personal use of the vehicles, although several required their presidents to reimburse them for personal mileage. Eight districts provided their presidents with tax-sheltered annuities, ranging in value from $1,500 to $10,000 annually. As noted, this benefit was in addition to participation in standard retirement programs that are available to all staff.

Table 7

Vehicle and Annuity Benefits Provided to District Presidents
FY 1996-97

Technical College District	Vehicle Benefit	Tax-sheltered Annuity Benefit
Largest Districts:		
Milwaukee Area	$2,848	$10,000
Madison Area	4,393	—
Fox Valley	7,008	9,500
Gateway	2,324	—
Waukesha County Area	1,833	6,000
Mid-sized Districts:		
Northeast Wisconsin	4,800	—
Western Wisconsin	—	3,000
Chippewa Valley	8,640	1,500
Moraine Park	6,936	—
Northcentral	4,084	—
Wisconsin Indianhead	7,020	—
Smallest Districts:		
Lakeshore	6,173	9,500
Mid-State	1,990	—
Blackhawk	2,687	2,000
Nicolet Area	4,200	—
Southwest Wisconsin	1,268	2,500

Some presidents' benefits extend into retirement.

In addition to automobiles and tax-sheltered annuities, some district presidents received other benefits in FY 1996-97. For example:

- Three districts have agreed to provide insurance for their presidents after they retire. The Milwaukee Area district will pay the health insurance costs for its president and for his spouse for the remainder of their lives. The cost of this insurance was $7,600 in FY 1996-97. Second, the Blackhawk district will pay its recently retired president's health and dental insurance until the end of the year in which he turns 70 years old. The cost of his insurance was $7,900 in FY 1996-97. The Madison Area district will pay its president's health and dental insurance premiums during retirement until the age of 65. The cost of her insurance was $3,300 in FY 1996-97.

- Three districts made additional contributions to the Wisconsin Retirement System for the benefit of their presidents. The Moraine Park district contributed $11,158 more than otherwise would have been paid into the account of its president, the Madison Area district contributed an additional $4,367, and the Blackhawk district contributed an additional $2,037.

- The Blackhawk district provided a $4,000 annual expense account to its president, and the Milwaukee Area district provided a $1,500 expense account.

- The Northeast Wisconsin district's former president received a paid three-month sabbatical leave.

Some additional fringe benefits were available to all senior administrators. For example, the Western Wisconsin district allowed its administrators to enroll in eight-week summer courses at the district with minimal administrative responsibilities, as long as the participating administrators used four weeks of personal vacation. The Mid-State district allowed its president and chief business officer to exchange unused vacation for cash at the end of the calendar year.

While reviewing the compensation of four senior-level administrative positions allows for some understanding of district board policies regarding administration, an analysis of total administrative costs and positions provides a more complete representation of administrative practices found throughout the state at technical college districts.

****

TOTAL ADMINISTRATIVE SALARIES AND STAFFING

In addition to reviewing salaries for four senior-level administrative positions, we reviewed total administrative salaries and staffing levels in FY 1996-97, as well as changes in administrative salaries and staffing over a five-year period. To calculate total administrative salaries, we compiled information from the staff accounting system maintained by WTCSB. This system includes a separate record for the work hours and salary costs associated with each job responsibility area, such as teaching and administration. While most staff have a single area of responsibility, a lead instructor with some assigned administrative duties, for example, would have his or her hours divided between the faculty and administrative responsibility areas.

We analyzed total staff hours using the same categories used to analyze salaries:

- administrators includes all of the time of professional administrators and supervisors, as well as the time faculty devoted to assigned administrative responsibilities;
- faculty includes all time used to develop and deliver courses, but not faculty time devoted to administrative efforts; and
- other staff includes all other time spent in support of technical college programs by staff who have responsibilities other than management or teaching, such as librarians, program assistants, and technology support staff.

Staff at each district reviewed the staffing and salary data in Appendix I and provided explanations, which have been included in Appendix I, for the current level of administration and for the changes that took place during the five-year period we examined.

Administrative salaries and staffing levels varied substantially among districts.

We found significant variances among the districts in total administrative salaries and the number of full-time equivalent administrators. In addition, the rate of increase in administrative salaries varied substantially by district. However, there does not appear to be a significant relationship between total administrative salaries and staffing and the size of a district's operating budget.

The districts have provided WTCSB with information on staff hours and salaries categorized by areas of responsibility since 1989. However, no one has reviewed this information in the manner we did in preparing this report. Consequently, neither WTCSB nor the districts have analyzed administrative salary and staffing variations to determine whether they are the result of differences in organizational structure, geographic area, educational programs, cost of living, student enrollment, or other factors.

Overall, total salaries paid for administrative services increased 25.7 percent during the period we reviewed. In FY 1996-97, administrative salaries excluding fringe benefits were $48.3 million, or almost $9.9 million more than was paid in FY 1991-92. However, the percentage rate of increase was not uniform among the districts. As shown in Table 8, four of the largest districts had a higher rate of growth in administrative salaries than the rate of increase in the technical college system overall, while only one of the mid-sized districts and one of the smallest districts had increases greater than the average. Northcentral was the only district to experience a decline in administrative salaries during this period.

Table 8

Administrative Salaries*

Technical College District	FY 1991-92	FY 1996-97	Change	Percentage Change
Largest Districts:				
Milwaukee Area	$ 7,065,332	$ 9,127,232	$2,061,900	29.2%
Madison Area	4,189,079	5,317,323	1,128,244	26.9
Fox Valley	2,265,017	3,604,330	1,339,313	59.1
Gateway	2,364,481	2,962,340	597,859	25.3
Waukesha County Area	2,904,703	3,927,708	1,023,005	35.2
Mid-sized Districts:				
Northeast Wisconsin	2,146,203	2,569,900	423,697	19.7
Western Wisconsin	2,413,251	2,963,784	550,533	22.8
Chippewa Valley	1,974,382	2,061,205	86,823	4.4
Moraine Park	2,565,947	2,940,570	374,623	14.6
Northcentral	2,005,430	1,861,140	(144,290)	(7.2)
Wisconsin Indianhead	2,288,821	3,306,249	1,017,428	44.5
Smallest Districts:				
Lakeshore	1,537,429	1,686,926	149,497	9.7
Mid-State	1,710,610	1,964,172	253,562	14.8
Blackhawk	1,374,646	1,602,871	228,225	16.6
Nicolet Area	820,041	1,497,151	677,110	82.6
Southwest Wisconsin	819,200	938,320	119,120	14.5
System Total	$38,444,572	$48,331,221	$ 9,886,649	25.7

* Excludes fringe benefits

Part of the increase in salaries was caused by an increase in staff resources devoted to administrative services. As shown in Table 9, total administrative hours increased 2.8 percent from FY 1991-92 through FY 1996-97.

Table 9

Administrative Hours

Technical College District	FY 1991-92	FY 1996-97	Change	Percentage Change
Largest Districts:				
Milwaukee Area	241,905	275,417	33,512	13.9%
Madison Area	147,805	153,256	5,451	3.7
Fox Valley	87,473	106,247	18,774	21.5
Gateway	109,110	108,203	(907)	(0.8)
Waukesha County Area	109,856	126,851	16,995	15.5
Mid-sized Districts:				
Northeast Wisconsin	84,915	87,338	2,423	2.9
Western Wisconsin	102,164	103,925	1,761	1.7
Chippewa Valley	72,224	61,545	(10,679)	(14.8)
Moraine Park	102,179	94,061	(8,118)	(7.9)
Northcentral	85,116	63,438	(21,678)	(25.5)
Wisconsin Indianhead	108,484	129,029	20,545	18.9
Smallest Districts:				
Lakeshore	62,323	51,717	(10,606)	(17.0)
Mid-State	63,754	57,863	(5,891)	(9.2)
Blackhawk	81,466	67,436	(14,030)	(17.2)
Nicolet Area	31,927	49,617	17,690	55.4
Southwest Wisconsin	34,229	30,984	(3,245)	(9.5)
System Total	1,524,930	1,566,927	41,997	2.8

While administrative hours increased overall, there were significant variances among the districts. Excluding the Gateway and Madison Area districts, the largest districts experienced substantial increases in the number of administrative work hours. The Wisconsin Indianhead district, one of the mid-sized districts, and the Nicolet Area district, one of the smallest districts, also incurred substantial increases in administrative time. Most of the smallest districts and one-half of the mid-sized districts experienced large decreases in the number of hours spent on administration.

The 25.7 percent increase in total administrative salaries was caused by increased salaries and additional staffing.

Information on salaries and staff hours demonstrates that the increase in administrative salary costs from FY 1991-92 through FY 1996-97 was caused by a combination of salary pay increases and additional staff resources devoted to administration. We obtained information that provides a broader context for understanding how administration changed during this period, and we found that:

- the average increase in the hourly salary rate of Wisconsin technical college administrators exceeded national measures of salary growth;
- although there has been a moderate increase in administrative positions overall, several districts have significantly increased or decreased the number of staff positions devoted to administrative duties;
- overall, the number of administrators relative to the number of faculty and other staff positions has not changed significantly since FY 1991-92, although there were substantial variances among districts; and
- at several technical college districts the number of full-time equivalent students per administrator has increased significantly, while at several others the number of students per administrator has decreased significantly.

Average Hourly Salaries

Average increases in administrative salaries were higher for Wisconsin technical colleges than increases nationwide.

In FY 1996-97, the average hourly salary for administrators was $30.84, a 22.3 percent increase since FY 1991-92. As shown in Table 10, this rate of increase in the Wisconsin technical college system is less than increases in average hourly salaries paid to Wisconsin technical college system faculty and other staff, but it is between 3.5 and 6.3 percentage points higher than national and regional data measuring salary growth, which were developed by the federal Bureau of Labor Statistics.

Table 10

Salary Increase Rates
From FY 1991-92 through FY 1996-97

	Percentage Increase
Wisconsin Technical College System:*	
Administrators	22.3%
Faculty	25.3
Other Staff	26.1
Public Sector:	
Colleges and Universities**	17.1
Executives and Administrators**	16.0
Private Sector:	
All Workers—Midwest	18.2
Colleges and Universities**	17.5
Executives and Administrators**	18.8

* Increase in the average hourly salary rate of technical college staff

** National data

While the Wisconsin technical college system's average rate of increase in administrative salaries exceeded national measures by as much as 6.3 percentage points, rates for several districts exceeded national measures by much more. As shown in Table 11, average administrative salaries, measured at an hourly rate of increase, increased by more than 30 percent in three districts. In four districts, administrative salaries grew at an hourly rate lower than or similar to the national rates.

In four districts that held administrative salary growth to the lowest percentage—Milwaukee Area, Northeast Wisconsin, Waukesha County Area, and Nicolet Area—average administrative salary levels fell relative to other districts. For example, in FY 1991-92, the Milwaukee Area district had the highest average administrative salary rate, at $29.21 per hour. After holding salaries increases to 13.5 percent, the Milwaukee Area district's FY 1996-97 average administrative salary rate of $33.14 per hour was lower than rates in four other districts. Conversely, the Fox Valley and Lakeshore districts, which had two of the three highest percentage increases, saw their average salary levels rise in the district rankings:

- the Fox Valley district's average hourly salary rate was sixth-highest in FY 1991-92, and third-highest in FY 1996-97; and

Table 11

Average Administrative Hourly Salary Increases

Technical College District	FY 1991-92	FY 1996-97	Change	Percentage Change
Largest Districts:				
Milwaukee Area	$29.21	$33.14	$3.93	13.5%
Madison Area	28.34	34.70	6.36	22.4
Fox Valley	25.89	33.92	8.03	31.0
Gateway	21.67	27.38	5.71	26.3
Waukesha County Area	26.44	30.96	4.52	17.1
Mid-sized Districts:				
Northeast Wisconsin	25.27	29.42	4.15	16.4
Western Wisconsin	23.62	28.52	4.90	20.7
Chippewa Valley	27.34	33.49	6.15	22.5
Moraine Park	25.11	31.26	6.15	24.5
Northcentral	23.56	29.34	5.78	24.5
Wisconsin Indianhead	21.10	25.62	4.52	21.4
Smallest Districts:				
Lakeshore	24.67	32.62	7.95	32.2
Mid-State	26.83	33.95	7.12	26.5
Blackhawk	16.87	23.77	6.90	40.9
Nicolet Area	25.68	30.17	4.49	17.5
Southwest Wisconsin	23.93	30.28	6.35	26.5
System Average	25.21	30.84	5.63	22.3

- the Lakeshore district's average hourly salary rate was tenth-highest in FY 1991-92, and sixth-highest in FY 1996-97.

While these results could be expected, the results in some districts differed. For example, the Blackhawk district, which had the largest percentage increase in average administrative salaries—40.9 percent—continues to have the lowest average hourly salary rate for administrators.

Administrative Positions

Technical college districts typically consider staffing in terms of the number of full-time equivalent positions. In translating administrative hours into full-time equivalent administrative positions, our calculations distinguish between professional administrators and faculty with assigned administrative duties, because annual contracts for professional administrators and faculty with administrative responsibilities are not based on the same number of hours.

To determine the number of full-time equivalent professional administrators, we divided the hours recorded for professional administrators by 2,080, which is the number of hours typically included in their annual contracts. To determine the number of full-time equivalent faculty administrators, we divided the number of hours recorded for faculty performing administrative duties by 1,330, which is the typical number of hours included in annual faculty contracts (a school year). Full-time equivalent positions for professional administrators and for faculty with administrative responsibilities were combined to determine total administrative positions.

Five districts significantly increased administrative staffing.

As shown in Table 12, the number of full-time equivalent administrative positions typically increased in the largest districts. The Fox Valley, Milwaukee Area, and Waukesha County Area districts experienced significant percentage increases, although the increases at the Madison Area and Gateway districts were relatively small. The number of positions in the mid-sized and smallest districts generally decreased. However, the Nicolet Area district increased administrative positions by 56.2 percent, and the Wisconsin Indianhead district increased positions by 18.3 percent.

Many of the new positions represented faculty with some assigned administrative duties.

Most of the additional positions were found in the Milwaukee Area and Fox Valley districts, and they primarily represent an increase in the amount of time spent by faculty on administration. In the Milwaukee Area district, the number of full-time equivalent faculty administrators increased by 17.9, while the number of professional administrators increased by 4.7. In the Fox Valley district, the number of full-time equivalent faculty administrators increased by 21.5, while the number of professional administrators decreased by 4.7. Typically, the largest districts relied more on faculty administrators, with the exception of the Waukesha County Area district, which reported no faculty administrators in FY 1996-97. The Southwest Wisconsin district is the only small district to rely extensively on faculty administrators.

Table 12

Full-time Equivalent Administrative Positions

Technical College District	FY 1991-92	FY 1996-97	Change	Percentage Change
Largest Districts:				
Milwaukee Area	120.5	143.1	22.6	18.8%
Madison Area	75.5	78.5	3.0	4.0
Fox Valley	46.2	63.0	16.8	36.4
Gateway	53.2	53.8	0.6	1.1
Waukesha County Area	52.8	61.0	8.2	15.5
Mid-sized Districts:				
Northeast Wisconsin	40.8	42.0	1.2	2.9
Western Wisconsin	52.1	51.4	(0.7)	(1.3)
Chippewa Valley	34.8	30.5	(4.3)	(12.4)
Moraine Park	49.1	45.2	(3.9)	(7.9)
Northcentral	42.5	30.5	(12.0)	(28.2)
Wisconsin Indianhead	52.4	62.0	9.6	18.3
Smallest Districts:				
Lakeshore	30.4	25.4	(5.0)	(16.4)
Mid-State	30.9	27.8	(3.1)	(10.0)
Blackhawk	39.2	32.4	(6.8)	(17.3)
Nicolet Area	15.3	23.9	8.6	56.2
Southwest Wisconsin	17.9	16.9	(1.0)	(5.6)
System Total	753.6	787.4	33.8	4.5

Faculty providing administration usually are department chairpersons or lead instructors who have reduced teaching loads and a portion of their time designated for administrative duties. This approach allows faculty a larger role in the management of educational programs. However, differences between faculty administrators and professional administrators need to be recognized when reviewing administrative salaries and positions. As noted, the annual salaries of faculty with administrative responsibilities are based on a contract of 1,330 hours (a school year) rather than the 2,080 hours on which most professional administrators' salaries are based. As a result, the hourly pay rate of faculty administrators will exceed that of professional administrators receiving the same annual salary.

Three districts rely on faculty, who are generally paid more per hour to provide administrative services.

The differences do not have a significant effect at 13 of the 16 districts either because the average hourly salary rate of faculty administrators is similar to or less than the salary rate for professional administrators, or because faculty do not provide administrative services to a significant extent. However, there are significant effects at three districts.

- At the Milwaukee Area district, 29.7 positions, or 20.7 percent of the district's total administrative positions in FY 1996-97, represented faculty with some assigned administrative duties. While the average hourly salary rate of faculty providing administrative services was $45.27, the average hourly salary rate of professional administrators was $31.11. Consequently, the cost of an hour of administration provided by faculty was 45.5 percent higher than an hour provided by professional administrators.

- At the Madison Area district, 13.5 positions, or 17.2 percent of the district's total administrative positions in FY 1996-97, represented faculty with some assigned administrative duties. While the average hourly salary rate of faculty providing administrative services was $42.78, the average hourly salary rate of professional administrators was $33.62. Consequently, the cost of an hour of administration provided by faculty was 27.2 percent higher than an hour provided by professional administrators.

- At the Fox Valley district, 33.1 positions, or 52.5 percent of the district's total administrative positions in FY 1996-97, represented faculty with some assigned administrative duties. While the average hourly salary rate of faculty providing administrative services was $35.95, the average hourly salary rate of professional administrators was $32.49. Consequently, the cost of an hour of administration provided by faculty was 10.6 percent higher than an hour provided by professional administrators.

Other Changes in Staffing

Administrative positions increased while faculty positions declined.

As noted, from FY 1991-92 through FY 1996-97, administrative positions have increased 4.5 percent systemwide. There also have been changes in the number of faculty and other staff positions. As shown in Table 13, faculty positions decreased 2.1 percent, which can be attributed to less demand for certain core course sections, primarily because of a 10.5 percent decline in the number of full-time equivalent students during this period. Other staff positions increased 5.6 percent, primarily as a result of a general increase in the level of support services such as student counseling, expanded services to high school students and students with disabilities, and additional information technology support for Internet and other distance learning programs. While eight technical college districts reduced administrative positions during this period, ten districts reduced the number of faculty positions. Only three districts reduced the number of positions for other staff. The Lakeshore and Southwest Wisconsin districts reduced staff in all three categories.

Table 13

Changes in Administrative, Faculty, and Other Staff Positions
From FY 1991-92 through FY 1996-97

Technical College District	Administrators		Faculty		Other Staff	
	Position Change	Percentage Change	Position Change	Percentage Change	Position Change	Percentage Change
Largest Districts:						
Milwaukee Area	22.6	18.8%	2.7	0.3%	47.5	5.2%
Madison Area	3.0	4.0	(18.6)	(3.4)	6.5	1.5
Fox Valley	16.8	36.4	(13.5)	(3.8)	47.4	15.8
Gateway	0.6	1.1	(4.7)	(1.6)	(0.9)	(0.4)
Waukesha County Area	8.2	15.5	12.8	4.5	3.3	1.3
Mid-sized Districts:						
Northeast Wisconsin	1.2	2.9	(49.9)	(15.4)	14.4	6.6
Western Wisconsin	(0.7)	(1.3)	5.6	2.3	3.3	1.7
Chippewa Valley	(4.3)	(12.4)	(27.2)	(10.5)	8.7	4.7
Moraine Park	(3.9)	(7.9)	23.1	11.9	24.6	15.4
Northcentral	(12.0)	(28.2)	32.9	19.3	33.7	18.7
Wisconsin Indianhead	9.6	18.3	(11.4)	(5.9)	14.8	9.5
Smallest Districts:						
Lakeshore	(5.0)	(16.4)	(17.7)	(10.5)	(14.4)	(11.7)
Mid-State	(3.1)	(10.0)	(3.0)	(2.4)	9.7	9.7
Blackhawk	(6.8)	(17.3)	(26.1)	(18.4)	6.2	5.0
Nicolet Area	8.6	56.2	5.1	6.4	15.6	18.9
Southwest Wisconsin	(1.0)	(5.6)	(0.1)	(0.1)	(10.8)	(11.5)
System Total	33.8	4.5	(90.0)	(2.1)	209.6	5.6

Ratio of Faculty and Other Staff to Administrators

Among other duties, administrators are responsible for managing staff. Consequently, another measure of how administration may have changed is the change in the number of faculty and other staff managed by administrators over time. As shown in Table 14, we found that overall, the number of faculty and other staff relative to the number of administrators remained relatively stable from FY 1991-92 through FY 1996-97. However, there were significant differences among the districts.

Table 14

Comparison of Faculty and Other Staff to Administrators

Technical College District	Faculty and Other Staff per Administrator FY 1991-92	FY 1996-97	Change	Percentage Change
Largest Districts:				
Milwaukee Area	14.9	12.9	(2.0)	(13.4)%
Madison Area	13.1	12.5	(0.6)	(4.6)
Fox Valley	14.3	11.0	(3.3)	(23.1)
Gateway	9.9	9.7	(0.2)	(2.0)
Waukesha County Area	10.4	9.2	(1.2)	(11.5)
Mid-sized Districts:				
Northeast Wisconsin	13.3	12.1	(1.2)	(9.0)
Western Wisconsin	8.4	8.7	0.3	3.6
Chippewa Valley	12.8	14.0	1.2	9.4
Moraine Park	7.2	8.9	1.7	23.6
Northcentral	8.2	13.7	5.5	67.1
Wisconsin Indianhead	6.7	5.7	(1.0)	(14.9)
Smallest Districts:				
Lakeshore	9.6	10.2	0.6	6.3
Mid-State	7.3	8.4	1.1	15.1
Blackhawk	6.8	7.6	0.8	11.8
Nicolet Area	10.6	7.7	(2.9)	(27.4)
Southwest Wisconsin	11.3	11.4	0.1	0.9
System Average	10.8	10.5	(0.3)	(2.8)

Administrators in the largest districts were responsible for fewer staff in FY 1996-97.

Administrators in the largest districts were responsible for fewer staff in FY 1996-97, and excluding the Nicolet Area, Northeast Wisconsin, and Wisconsin Indianhead districts, administrators in the mid-sized and smallest districts were responsible for more staff, with the Northcentral district showing the largest increase in the average number of faculty and other staff managed by each administrator.

Although the ratio of staff to administrators varied, all of the largest districts had at least nine staff positions per administrator in FY 1996-97. In the mid-sized and smallest districts, approximately one-half of the districts had at least nine staff positions per administrator. The Chippewa Valley district, one of the mid-sized districts, had the largest number of staff positions per administrator at 14, and the Wisconsin Indianhead district, another of the mid-sized districts, had the fewest staff positions per administrator at 5.7.

Ratio of Students to Administrators

The ratio of students to administrators is another measure of administrative staffing. The number of full-time equivalent students in the Wisconsin technical college system declined 10.5 percent from FY 1991-92 through FY 1996-97, both because fewer students enrolled and because those who did enroll generally took fewer courses. In FY 1996-97, full-time equivalent enrollment totaled 56,257. As shown in Table 15, there were, on average, 71.4 students per administrator, which is 12 fewer students per administrator than in FY 1991-92. However, there were substantial variances among the districts, both in the rate of decline since FY 1991-92 and in the ratio of students to administrators in FY 1996-97.

In 14 districts, the number of students per administrator was lower in FY 1996-97 than in FY 1991-92.

In some districts, such as the Fox Valley, Nicolet Area, Milwaukee Area, and Wisconsin Indianhead districts, the ratio of students to administrators declined substantially since FY 1991-92, and most districts experienced some decline. However, two districts increased the number of students per administrator. At the Northcentral district, an increase occurred despite a 7.7 percent decline in student enrollment. At the Southwest Wisconsin district, an increase resulted from the combination of an increase in the number of full-time equivalent students and a slight reduction in the number of administrators

Table 15

Ratio of Students* to Administrators

Technical College District	Students per Administrator FY 1991-92	Students per Administrator FY 1996-97	Change	Percentage
Largest Districts:				
Milwaukee Area	112.0	83.2	(28.8)	(25.7)%
Madison Area	112.5	101.0	(11.5)	(10.2)
Fox Valley	103.8	71.9	(31.9)	(30.7)
Gateway	74.8	69.7	(5.1)	(6.8)
Waukesha County Area	67.7	54.7	(13.0)	(19.2)
Mid-sized Districts:				
Northeast Wisconsin	112.6	96.8	(15.8)	(14.0)
Western Wisconsin	67.6	61.9	(5.7)	(8.4)
Chippewa Valley	99.5	94.7	(4.8)	(4.8)
Moraine Park	60.9	57.9	(3.0)	(4.9)
Northcentral	59.1	76.0	16.9	28.6
Wisconsin Indianhead	50.1	38.6	(11.5)	(23.0)
Smallest Districts:				
Lakeshore	73.6	72.5	(1.1)	(1.5)
Mid-State	67.9	63.6	(4.3)	(6.3)
Blackhawk	56.3	47.5	(8.8)	(15.6)
Nicolet Area	69.7	38.2	(31.5)	(45.2)
Southwest Wisconsin	68.6	75.8	7.2	10.5
System Average	83.4	71.4	(12.0)	(14.4)

* Full-time equivalent students

In addition, in the largest districts, the ratio of full-time equivalent students to administrators ranged from 101.0 students per administrator at the Madison Area district to 54.7 students per administrator at the Waukesha County Area district; in the mid-sized districts, the ratio ranged from 96.8 students per administrator at the Northeast Wisconsin district to 38.6 students per administrator at the Wisconsin Indianhead district; and in the smallest districts, the ratio ranged from 75.8 students per administrator at the Southwest Wisconsin district to 38.2 students per administrator at the Nicolet Area district.

****

Substantial variances among the districts raise questions.

As noted, compensation, including both salary and fringe benefit expenditures, represents over 75 percent of the technical college system's operating budget. A better understanding of these costs would be useful for salary and staff budget decisions. Throughout this report, we have described substantial variances in administrative salaries and staffing levels among the districts. A review of faculty and other positions would likely indicate similar district variances. Differences among districts may result from differences in organizational structure, geographic location, student enrollment, cost of living, or other factors. However, because district staff hours and salaries related to administrative duties have not been considered by WTCSB or the district boards in the manner that we have used in preparing this report, neither WTCSB nor the district boards have analyzed existing differences to determine causes of the variations among districts. WTCSB and some district boards may wish to determine, for example, why:

- 12 districts increased the average hourly salary of administrators at a rate significantly higher than salary increases at colleges and universities nationwide;
- 8 districts increased administrative staffing during a period when student enrollment was declining;
- the 5 smallest districts paid higher average salaries to their chief academic, business, and student affairs officers than were paid for these positions in similarly sized institutions throughout the Midwest;
- 3 districts relied on faculty, who have substantially higher per hour costs than professional administrators, to provide a significant amount of administrative services; and
- one of the smallest district's average hourly salary rate for administrators was higher than the average rate for administrators in all of the other districts except one of the largest in FY 1996-97.

Currently, WTCSB collects salary and staffing data from the districts, primarily to help determine the amount of state aid for each district, and this information is provided to the districts. However, district and system-wide salary and staffing information has not been analyzed and reported

back to the districts in the manner we have used in preparing this report. It would appear such information, if available on a regular basis, could provide additional management tools for the local district boards. While a district's board members and administrators are likely to be generally familiar with staffing and salary costs in their own district, districts are less likely to know how their salaries and staffing compare to other districts' and the system-wide average. In addition, the information available from within the districts may be less accurate than data shown in this report because individual districts classify positions differently. For example, in some districts, a lead instructor with some administrative duties will be classified as a full-time equivalent faculty member in staffing reports; his or her hours devoted to administrative duties may not be recognized in the district's management reports. In contrast, the method used in preparing this report recognized that some staff have multiple responsibilities, and therefore their work hours and salaries need to be allocated to more than one responsibility area, such as teaching and administrative services.

The district boards would benefit from additional data to assess their salaries and staffing levels.

By organizing and disseminating data that are readily available in the staff accounting system, WTCSB could provide information that would allow each technical college district board to evaluate its own salaries and staffing levels and compare them to those of other districts. This additional management information could help board members ascertain whether salary and staffing levels in their districts are reasonable, whether the districts are operating efficiently, and whether changes should be considered.

Additional management information would provide other benefits as well:

- Reported information could be made more useful. For example, faculty records include several categories that could provide detailed costs for faculty responsibilities, although these data are not routinely reported. Recently, one district undertook a study of the costs it incurs for faculty release time for various special assignments, such as curriculum writing, developing instructional materials, and planning for team teaching, but encountered difficulty in locating reliable information on release time and compensation costs. If districts would collect these data and provide them to WTCSB, they would have readily available access to information on how faculty salaries and hours are allocated among coursework and other activities. District boards could then compare teaching loads among individual faculty, across departments, and among districts.

- Staffing levels could be compared to various service measures. Measures could include student head count, full-time equivalent students, training and technical assistance program levels, and operating budgets.

- Trend information could be used to measure the results of organizational restructuring and other efficiency initiatives.

- An appropriate peer group could be developed, based on similar costs, positions, and other data available in the staff accounting system and other WTCSB systems.

WTCSB needs to provide more management information to the districts.

We believe that WTCSB needs to consult with district board members and administrators to determine the types of additional salary and staffing information that should be provided to the districts on an annual basis. For example, much of the information in this report might prove beneficial, particularly if current staffing levels and salaries were compared to those reported for earlier years, such as one, three, five, and ten years prior to the current year. With information of this type, changes in trends would quickly become apparent to board members. In addition to developing routine standardized reports, WTCSB could also provide special-purpose reports that are tailored to specific positions, costs, or circumstances that arise in one or more districts in the future. Therefore, *we recommend the Wisconsin Technical College System Board annually provide the district boards with additional salary and staffing information for each district. At a minimum, this information should include total hours and salaries for administrators, faculty, and other staff. Information should be provided for the most recently completed fiscal year and for earlier periods, so that both current levels and trends in salaries and staffing can be compared among the districts.*

****

APPENDIX I

Wisconsin Technical College Districts' Data

The technical college districts submit salary and staffing data to WTCSB on an annual basis. WTCSB maintains the salary and staffing information in a data base, which is the primary source of data for this report. If a district employe has more than one duty, the WTCSB system has a separate record for the work hours and salary costs associated with each job responsibility, such as teaching and administration.

We grouped district salary and staffing data into three categories: administrators, faculty, and other staff. FY 1996-97 data were compared to the data for FY 1991-92, which is the earliest year for which comparable data are available. In addition to documenting the changes in salary and staffing levels by type of position, other data were obtained from WTCSB that provide some indication of how district operations and services have changed during the period reviewed. We also obtained district comments on the data. Data for the technical college system and each of the following districts are summarized in the remaining pages of this appendix:

Blackhawk Technical College District

Chippewa Valley Technical College District

Fox Valley Technical College District

Gateway Technical College District

Lakeshore Technical College District

Madison Area Technical College District

Mid-State Technical College District

Milwaukee Area Technical College District

Moraine Park Technical College District

Nicolet Area Technical College District

Northcentral Technical College District

Northeast Wisconsin Technical College District

Southwest Wisconsin Technical College District

Waukesha County Area Technical College District

Western Wisconsin Technical College District

Wisconsin Indianhead Technical College District

Wisconsin Technical College System

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	62,885.4	56,257.0	-6,628.4	-10.5%
Students (head count)	464,435	434,885	-29,550	-6.4
Operating Expenditures	$ 430,474,227	$ 552,526,435	$ 122,052,208	28.4
Contracted Training and Services	$ 14,290,083	$ 22,579,068	$ 8,288,985	58.0

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 38,444,572	$ 48,331,223	$ 9,886,651	25.7%
Faculty & Instructors	157,803,415	193,716,203	35,912,788	22.8
Other Staff	92,130,629	122,561,400	30,430,771	33.0
Total	$ 288,378,616	$ 364,608,826	$ 76,230,210	26.4

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	1,524,930	1,566,927	41,997	2.8%
Faculty & Instructors	5,823,199	5,703,644	-119,555	-2.1
Other Staff	7,851,338	8,287,073	435,735	5.5
Total	15,199,467	15,557,644	358,177	2.4

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$25.21	$30.84	$5.63	22.3%
Faculty & Instructors	27.10	33.96	6.86	25.3
Other Staff	11.73	14.79	3.06	26.1
All Positions	18.97	23.44	4.47	23.6

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	753.6	787.4	33.8	4.5%
Faculty & Instructors	4,378.3	4,288.5	-89.8	-2.1
Other Staff	3,774.6	3,984.2	209.6	5.6
Total	8,906.5	9,060.1	153.6	1.7

BEST COPY AVAILABLE

Wisconsin Technical College System

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	13.33%	13.26%	0.07 percentage points lower
Administrative Hours as a Percentage of Total Hours	10.03%	10.07%	0.04 percentage points higher
Administrative Positions as a Percentage of Total Positions*	8.46%	8.69%	0.23 percentage points higher
Ratio of Administrative Positions to Other Positions*	1 : 10.8	1 : 10.5	0.3 fewer staff per administrator
Ratio of Administrative Positions to Students*	1 : 83.4	1 : 71.4	12 fewer students per administrator

* Positions and student count are full-time equivalents.

Relationships Suggested by Data

The rate of administrative salary increase per hour has been less than the rate for faculty and the rate for other staff.

The number of full-time equivalent administrative positions has increased slightly. The number of positions in the other staff category also increased, but the number of faculty positions has decreased.

The proportion of total technical college salaries devoted to administrative positions has not changed significantly.

The proportion of total work hours recorded by administrators has not changed significantly.

The proportion of administrative positions as a percentage of total positions has not changed significantly.

The ratio of administrators to all other staff has not changed significantly.

The ratio of administrators to full-time equivalent students has decreased.

Blackhawk Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	2,206.7	1,538.5	-668.2	-30.3%
Students (head count)	19,480	17,775	-1,705	-8.8
Operating Expenditures	$ 13,107,763	$ 16,040,656	$ 2,932,893	22.4
Contracted Training and Services	$ 509,215	$ 718,263	$ 209,048	41.1

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 1,374,646	$ 1,602,871	$ 228,225	16.6%
Faculty & Instructors	4,423,696	4,818,155	394,459	8.9
Other Staff	2,122,588	3,241,963	1,119,375	52.7
Total	$ 7,920,930	$ 9,662,989	$ 1,742,059	22.0

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	81,466	67,436	-14,030	-17.2%
Faculty & Instructors	188,272	153,621	-34,651	-18.4
Other Staff	256,505	269,585	13,080	5.1
Total	526,243	490,642	-35,601	-6.8

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$16.87	$23.77	$6.90	40.9%
Faculty & Instructors	23.50	31.36	7.86	33.4
Other Staff	8.28	12.03	3.75	45.3
All Positions	15.05	19.69	4.64	30.8

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	39.2	32.4	-6.8	-17.3%
Faculty & Instructors	141.6	115.5	-26.1	-18.4
Other Staff	123.4	129.6	6.2	5.0
Total	304.2	277.5	-26.7	-8.8

Blackhawk Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	17.35%	16.59%	0.76 percentage points lower
Administrative Hours as a Percentage of Total Hours	15.48%	13.74%	1.74 percentage points lower
Administrative Positions as a Percentage of Total Positions*	12.89%	11.68%	1.21 percentage points lower
Ratio of Administrative Positions to Other Positions*	1 : 6.8	1 : 7.6	0.8 additional staff per administrator
Ratio of Administrative Positions to Students*	1 : 56.3	1 : 47.5	8.8 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

Administrative salaries have been increased as a matter of board policy, while other staff salary increases have been negotiated. Historically, Blackhawk has lost administrative staff to other districts because its administrative salaries were not competitive. A 1994 salary study indicated that Blackhawk's administrative salaries were significantly lower than administrative salaries in other technical college districts. Because of this, administrative salaries have been increased. The increases in salaries for other staff are a result of periodic contract negotiations with union officials representing various types of district staff.

Administrative and faculty staffing levels have been decreased in response to declining student enrollments and the district board's desire to control local property tax levys.

The slight increase in staffing levels for positions other than administrative and faculty is a result of a workload and needs analysis indicating, for example, that additional custodial and clerical staff positions were needed.

Chippewa Valley Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	3,463.2	2,887.9	-575.3	-16.6%
Students (head count)	24,710	25,967	1,257	5.1
Operating Expenditures	$ 22,314,458	$ 26,888,441	$ 4,573,983	20.5
Contracted Training and Services	$ 633,694	$ 868,390	$ 234,696	37.0

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 1,974,382	$ 2,061,205	$ 86,823	4.4%
Faculty & Instructors	8,974,118	10,366,546	1,392,428	15.5
Other Staff	4,346,085	5,420,278	1,074,193	24.7
Total	$ 15,294,585	$ 17,848,029	$ 2,553,444	16.7

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	72,224	61,545	-10,679	-14.8%
Faculty & Instructors	345,536	309,297	-36,239	-10.5
Other Staff	384,276	402,192	17,916	4.7
Total	802,036	773,034	-29,002	-3.6

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$27.34	$33.49	$6.15	22.5%
Faculty & Instructors	25.97	33.52	7.55	29.1
Other Staff	11.31	13.48	2.17	19.2
All Positions	19.07	23.09	4.02	21.1

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	34.8	30.5	-4.3	-12.4%
Faculty & Instructors	259.8	232.6	-27.2	-10.5
Other Staff	184.7	193.4	8.7	4.7
Total	479.3	456.5	-22.8	-4.8

Chippewa Valley Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	12.91%	11.55%	1.36 percentage points lower
Administrative Hours as a Percentage of Total Hours	9.01%	7.96%	1.05 percentage points lower
Administrative Positions as a Percentage of Total Positions*	7.26%	6.68%	0.58 percentage points lower
Ratio of Administrative Positions to Other Positions*	1 : 12.8	1 : 14.0	1.2 additional staff per administrator
Ratio of Administrative Positions to Students*	1 : 99.5	1 : 94.7	4.8 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

In recent years, Chippewa Valley has experienced a number of structural changes in the local economy that have created the need for the district to do business differently than it had in the past. In particular, a boom in the local technology industry has posed new challenges for training the local work force. As a result, the district board has placed increased emphasis on part-time, night, and weekend programs to accommodate the changing needs of the student body. In addition, the district has experienced an increase in the demand from area businesses for worker training and technical assistance.

The district has made a concerted effort to reduce the number of administrators and flatten the organizational structure. This is reflected in the district's data, which show a decline in administrators but an increase in other staff positions. In part, this was accomplished by hiring lower-paid support staff to perform some of the administrative duties that had previously been assigned to counselors and deans.

While the average pay for administrators is higher than the systemwide average for the administrator category, administrative salaries as a percentage of total salaries is lower than the systemwide average. The district board ensures that its administrators' salaries remain competitive by benchmarking salaries to administrators' salaries in a number of other Wisconsin technical college districts.

Fox Valley Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	4,796.3	4,532.3	-264.0	-5.5%
Students (head count)	47,597	43,756	-3,841	-8.1
Operating Expenditures	$ 34,229,946	$ 47,707,994	$ 13,478,048	39.4
Contracted Training and Services	$ 2,804,773	$ 4,720,715	$ 1,915,942	68.3

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 2,265,017	$ 3,604,330	$ 1,339,313	59.1%
Faculty & Instructors	12,253,340	15,280,923	3,027,583	24.7
Other Staff	7,892,495	11,750,534	3,858,039	48.9
Total	$ 22,410,852	$ 30,635,787	$ 8,224,935	36.7

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	87,473	106,247	18,774	21.5%
Faculty & Instructors	477,829	459,911	-17,918	-3.7
Other Staff	623,622	722,282	98,660	15.8
Total	1,188,924	1,288,440	99,516	8.4

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$25.89	$33.92	$8.03	31.0%
Faculty & Instructors	25.64	33.23	7.59	29.6
Other Staff	12.66	16.27	3.61	28.5
All Positions	18.85	23.78	4.93	26.2

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	46.2	63.0	16.8	36.4%
Faculty & Instructors	359.3	345.8	-13.5	-3.8
Other Staff	299.9	347.3	47.4	15.8
Total	705.4	756.1	50.7	7.2

Fox Valley Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	10.11%	11.77%	1.66 percentage points higher
Administrative Hours as a Percentage of Total Hours	7.36%	8.25%	0.89 percentage points higher
Administrative Positions as a Percentage of Total Positions*	6.55%	8.33%	1.78 percentage points higher
Ratio of Administrative Positions to Other Positions*	1 : 14.3	1 : 11.0	3.3 fewer staff per administrator
Ratio of Administrative Positions to Students*	1 : 103.8	1 : 71.9	31.9 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

Five factors reflect both strategic decisions and changes in general operating conditions at Fox Valley, and they account for much of the difference between the district's profile and the systemwide data.

First, in an effort to improve student retention and identify students at risk, ten faculty positions were reclassified as administrative positions and specifically designated for academic advising.

Second, re-organization within the student services area moved 6.75 positions from the faculty to administration.

Third, one of the district board's strategic goals is to maintain competitive salaries as a method of attracting and retaining key leadership to sustain the district's position as one of the leading technical colleges in the state and the upper Midwest.

Fourth, increased demand from business and industry for customized training and technical assistance resulted in a 68.3 percent increase, as measured by revenues, in contracted training and services, which required additional faculty and administrative services.

Fifth, necessary expansion of some services at the district's five regional centers led to a need for additional support staff.

Gateway Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	3,981.5	3,747.2	-234.3	-5.9%
Students (head count)	30,311	28,085	-2,226	-7.3
Operating Expenditures	$ 31,313,719	$ 40,647,150	$ 9,333,431	29.8
Contracted Training and Services	$ 605,114	$ 928,724	$ 323,610	53.5

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 2,364,481	$ 2,962,340	$ 597,859	25.3%
Faculty & Instructors	10,541,267	13,381,030	2,839,763	26.9
Other Staff	6,385,464	8,762,077	2,376,613	37.2
Total	$ 19,291,212	$ 25,105,447	$ 5,814,235	30.1

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	109,110	108,203	-907	-0.8%
Faculty & Instructors	384,408	378,121	-6,287	-1.6
Other Staff	497,555	495,742	-1,813	-0.4
Total	991,073	982,066	-9,007	-0.9

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$21.67	$27.38	$5.71	26.3%
Faculty & Instructors	27.42	35.39	7.97	29.1
Other Staff	12.83	17.67	4.84	37.7
All Positions	19.46	25.56	6.10	31.3

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	53.2	53.8	0.6	1.1%
Faculty & Instructors	289.0	284.3	-4.7	-1.6
Other Staff	239.2	238.3	-0.9	-0.4
Total	581.4	576.4	-5.0	-0.9

Gateway Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	12.26%	11.80%	0.46 percentage points lower
Administrative Hours as a Percentage of Total Hours	11.01%	11.02%	0.01 percentage points higher
Administrative Positions as a Percentage of Total Positions*	9.15%	9.33%	0.18 percentage points higher
Ratio of Administrative Positions to Other Positions*	1 : 9.9	1 : 9.7	0.2 fewer staff per administrator
Ratio of Administrative Positions to Students*	1 : 74.8	1 : 69.7	5.1 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

The economy of southeastern Wisconsin has been very strong in recent years, which has had an effect on Gateway's student enrollment. Enrollment at technical colleges is negatively related to the economy. On the other hand, the strong economy has increased demand among area businesses for customized worker training and technical assistance, which is evidenced by the increase in the district's contract revenues.

The rate of increase in administrative salaries has been somewhat higher than the systemwide average, which is a consequence of district efforts to increase administrative salaries to levels similar to those in other districts that the district considers its peers. It should be noted that rates of increase in salaries of faculty and other staff have exceeded those of administrators. Faculty salaries have increased at the rates indicated because of union representation. The increases in salaries for other staff are largely attributable to new technology-related positions, which generally require higher salaries to attract and retain staff in a competitive labor market.

Lakeshore Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	2,236.0	1,842.3	-393.7	-17.6%
Students (head count)	22,695	18,747	-3,948	-17.4
Operating Expenditures	$ 15,642,900	$ 18,520,394	$ 2,877,494	18.4
Contracted Training and Services	$ 1,342,597	$ 1,191,848	$ -150,749	-11.2

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 1,537,429	$ 1,686,926	$ 149,497	9.7%
Faculty & Instructors	5,638,847	6,735,053	1,096,206	19.4
Other Staff	2,799,658	2,957,711	158,053	5.6
Total	$ 9,975,934	$ 11,379,690	$ 1,403,756	14.1

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	62,323	51,717	-10,606	-17.0%
Faculty & Instructors	224,991	201,535	-23,456	-10.4
Other Staff	255,545	225,699	-29,846	-11.7
Total	542,859	478,951	-63,908	-11.8

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$24.67	$32.62	$7.95	32.2%
Faculty & Instructors	25.06	33.42	8.36	33.4
Other Staff	10.96	13.10	2.14	19.5
All Positions	18.38	23.76	5.38	29.3

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	30.4	25.4	-5.0	-16.4%
Faculty & Instructors	169.2	151.5	-17.7	-10.5
Other Staff	122.9	108.5	-14.4	-11.7
Total	322.5	285.4	-37.1	-11.5

Lakeshore Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	15.41%	14.82%	0.59 percentage points lower
Administrative Hours as a Percentage of Total Hours	11.48%	10.80%	0.68 percentage points lower
Administrative Positions as a Percentage of Total Positions*	9.43%	8.90%	0.53 percentage points lower
Ratio of Administrative Positions to Other Positions*	1 : 9.6	1 : 10.2	0.6 additional staff per administrator
Ratio of Administrative Positions to Students*	1 : 73.6	1 : 72.5	1.1 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

Lakeshore's board has decreased the number of staff in all categories to keep the budget in balance and to provide financing flexibility to expand certain programs, courses, and services as needs arise.

The district's full-time equivalent student enrollment has declined for many reasons, including less participation in the English as a Second Language program because of a decline in the Southeast Asian population in the district, and the W-2 program has resulted in former students joining the work force. The strong economy also has led to increased employment opportunities for potential technical college students, and higher wages have led to some students postponing their education. Finally, limited population growth has reduced the number of potential students.

District data indicate that senior-level administrators are compensated near the system-wide average for similar positions. The district board believes administrative salaries are at a level that limits turnover, which is important because the district has fewer administrators than the number of administrators in similar sized Wisconsin technical college districts.

Since FY 1991-92, the district's revenue from contracted training and services has declined, primarily because of competition from private vendors who specialize in hazardous materials and quality improvement training. However, when compared to similar sized districts, the demand for these services from the business community continues to be significant.

Madison Area Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	8,491.6	7,924.7	-566.9	-6.7%
Students (head count)	55,772	48,779	-6,993	-12.5
Operating Expenditures	$ 51,656,952	$ 69,392,963	$ 17,736,011	34.3
Contracted Training and Services	$ 852,553	$ 1,821,834	$ 969,281	113.7

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 4,189,079	$ 5,317,323	$ 1,128,244	26.9%
Faculty & Instructors	20,040,560	24,636,325	4,595,765	22.9
Other Staff	9,477,133	13,933,112	4,455,979	47.0
Total	$ 33,706,772	$ 43,886,760	$ 10,179,988	30.2

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	147,805	153,256	5,451	3.7%
Faculty & Instructors	737,943	713,183	-24,760	-3.4
Other Staff	906,406	919,783	13,377	1.5
Total	1,792,154	1,786,222	-5,932	-0.3

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$28.34	$34.70	$6.36	22.4%
Faculty & Instructors	27.16	34.54	7.38	27.2
Other Staff	10.46	15.15	4.69	44.8
All Positions	18.81	24.57	5.76	30.6

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	75.5	78.5	3.0	4.0%
Faculty & Instructors	554.8	536.2	-18.6	-3.4
Other Staff	435.8	442.3	6.5	1.5
Total	1,066.1	1,057.0	-9.1	-0.9

Madison Area Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	12.43%	12.12%	0.31 percentage points lower
Administrative Hours as a Percentage of Total Hours	8.25%	8.58%	0.33 percentage points higher
Administrative Positions as a Percentage of Total Positions*	7.08%	7.43%	0.35 percentage points higher
Ratio of Administrative Positions to Other Positions*	1 : 13.1	1 : 12.5	0.6 fewer staff per administrator
Ratio of Administrative Positions to Students*	1 : 112.5	1 : 101.0	11.5 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

Madison is a leader and innovator, with cutting-edge programs. The organization's compensation philosophy is intended to attract and retain the highest-caliber staff, including administrators. The district routinely conducts national searches for position vacancies.

In April 1994, the district hired a private consultant to perform a comprehensive study of the competitiveness and appropriateness of administrative and support-staff salaries. The district adopted the private consultant's recommended pay grade structure and job evaluation system. To maintain the integrity of this compensation system, the district has developed and maintained a formal job evaluation system and reclassification process.

The district has experienced moderate increases in staffing levels for administrators, faculty, and other staff positions, and the staff increases are generally less than system-wide average staffing increases. The district has added administrative positions, including a coordinator for institutional effectiveness, an internal auditor, and a technology manager, in response to external accrediting and accountability requirements. Instructional and student services staffing have been increased to meet increasingly diverse student needs.

Mid-State Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	2,098.5	1,769.0	-329.5	-15.7%
Students (head count)	13,964	13,819	-145	-1.0
Operating Expenditures	$ 12,778,580	$ 16,427,417	$ 3,648,837	28.6
Contracted Training and Services	$ 223,420	$ 299,332	$ 75,912	34.0

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 1,710,610	$ 1,964,172	$ 253,562	14.8%
Faculty & Instructors	4,197,439	5,338,943	1,141,504	27.2
Other Staff	2,343,097	3,374,316	1,031,219	44.0
Total	$ 8,251,146	$ 10,677,431	$ 2,426,285	29.4

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	63,754	57,863	-5,891	-9.2%
Faculty & Instructors	168,640	164,594	-4,046	-2.4
Other Staff	208,457	228,609	20,152	9.7
Total	440,851	451,066	10,215	2.3

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$26.83	$33.95	$7.12	26.5%
Faculty & Instructors	24.89	32.44	7.55	30.3
Other Staff	11.24	14.76	3.52	31.3
All Positions	18.72	23.67	4.95	26.4

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	30.9	27.8	-3.1	-10.0%
Faculty & Instructors	126.8	123.8	-3.0	-2.4
Other Staff	100.2	109.9	9.7	9.7
Total	257.9	261.5	3.6	1.4

Mid-State Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	20.73%	18.40%	2.33 percentage points lower
Administrative Hours as a Percentage of Total Hours	14.46%	12.83%	1.63 percentage points lower
Administrative Positions as a Percentage of Total Positions*	11.98%	10.63%	1.35 percentage points lower
Ratio of Administrative Positions to Other Positions*	1 : 7.3	1 : 8.4	1.1 additional staff per administrator
Ratio of Administrative Positions to Students*	1 : 67.9	1 : 63.6	4.3 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

Mid-State is in the process of implementing a resource optimization plan that will reduce the number of administrators and programs while adding staff in emerging need areas, such as information technology support and federal reporting. The district has also added some specialist positions to perform tasks previously assigned to administrators.

While the district's average hourly pay figures are higher than the system-wide average, this may be explained in part by the number of 40-week positions included in the staff accounting system data. For example, staff such as deans and department chairpersons are employed on approximately 40-week contracts.

While the district relies on faculty administrators to some extent, it believes in keeping administrative tasks in the hands of professional administrators rather than faculty, in part to control costs.

Although the growth in hourly salaries for faculty increased at a greater rate than the system-wide average, this has been largely dictated by rate increases at comparable institutions and an attempt to attract faculty for certain technical programs.

Increases in staffing and salaries for other positions have been in response to increased demands for services in specialty areas such as information technology, which typically require above-average wages to attract and retain staff.

Milwaukee Area Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	13,500.5	11,911.6	-1,588.9	-11.8%
Students (head count)	66,445	62,945	-3,500	-5.3
Operating Expenditures	$ 93,300,317	$ 116,695,501	$ 23,395,184	25.1
Contracted Training and Services	$ 1,322,873	$ 2,841,902	$ 1,519,029	114.8

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 7,065,332	$ 9,127,232	$ 2,061,900	29.2%
Faculty & Instructors	35,542,677	44,248,468	8,705,791	24.5
Other Staff	25,066,500	31,132,473	6,065,973	24.2
Total	$ 67,674,509	$ 84,508,173	$ 16,833,664	24.9

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	241,905	275,417	33,512	13.9%
Faculty & Instructors	1,169,043	1,172,707	3,664	0.3
Other Staff	1,914,704	2,013,530	98,826	5.2
Total	3,325,652	3,461,654	136,002	4.1

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$29.21	$33.14	$3.93	13.5%
Faculty & Instructors	30.40	37.73	7.33	24.1
Other Staff	13.09	15.46	2.37	18.1
All Positions	20.35	24.41	4.06	20.0

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	120.5	143.1	22.6	18.8%
Faculty & Instructors	879.0	881.7	2.7	0.3
Other Staff	920.5	968.0	47.5	5.2
Total	1,920.0	1,992.8	72.8	3.8

Milwaukee Area Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	10.44%	10.80%	0.36 percentage points higher
Administrative Hours as a Percentage of Total Hours	7.27%	7.96%	0.69 percentage points higher
Administrative Positions as a Percentage of Total Positions*	6.28%	7.18%	0.90 percentage points higher
Ratio of Administrative Positions to Other Positions*	1 : 14.9	1 : 12.9	2.0 fewer staff per administrator
Ratio of Administrative Positions to Students*	1 : 112.0	1 : 83.2	28.8 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

The staff and salary data for Milwaukee reflect a number of changes that have ocurred within the district since FY 1991-92. First, after Dr. John Birkholz became district president in 1993, administrative salaries were frozen. A large private management consulting firm was hired to review the district's salary structure, which led to some changes in the way administrators were compensated. In addition, administrative salary increases were de-coupled from step increases in faculty. Together, these factors explain why the district had the lowest percentage increase in administrative salaries.

Second, beginning in FY 1994-95, the district board decided to share decision-making. As a result, the district has experienced some growth in administration as faculty members have become more involved in the delivery of administrative services in the district. This approach has improved operations by including faculty perspectives in the management decision-making process, which has also improved relations between management and faculty.

Third, implementation of W-2 has had a big effect on enrollment in the district. The district estimates that it has lost up to 6,450 students due to the new program's effects.

Moraine Park Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	2,989.8	2,616.1	-373.7	-12.5%
Students (head count)	21,145	20,386	-759	-3.6
Operating Expenditures	$ 19,608,923	$ 25,789,498	$ 6,180,575	31.5
Contracted Training and Services	$ 1,080,484	$ 1,784,403	$ 703,919	65.1

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 2,565,947	$ 2,940,570	$ 374,623	14.6%
Faculty & Instructors	6,521,108	8,844,237	2,323,129	35.6
Other Staff	3,844,637	5,524,615	1,679,978	43.7
Total	$ 12,931,692	$ 17,309,422	$ 4,377,730	33.9

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	102,179	94,061	-8,118	-7.9%
Faculty & Instructors	258,524	289,296	30,772	11.9
Other Staff	332,395	383,563	51,168	15.4
Total	693,098	766,920	73,822	10.7

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$25.11	$31.26	$6.15	24.5%
Faculty & Instructors	25.22	30.57	5.35	21.2
Other Staff	11.57	14.40	2.83	24.5
All Positions	18.66	22.57	3.91	21.0

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	49.1	45.2	-3.9	-7.9%
Faculty & Instructors	194.4	217.5	23.1	11.9
Other Staff	159.8	184.4	24.6	15.4
Total	403.3	447.1	43.8	10.9

Moraine Park Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	19.84%	16.99%	2.85 percentage points lower
Administrative Hours as a Percentage of Total Hours	14.74%	12.26%	2.48 percentage points lower
Administrative Positions as a Percentage of Total Positions*	12.17%	10.11%	2.06 percentage points lower
Ratio of Administrative Positions to Other Positions*	1 : 7.2	1 : 8.9	1.7 additional staff per administrator
Ratio of Administrative Positions to Students*	1 : 60.9	1 : 57.9	3.0 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

A comprehensive review of Moraine Park determined that the district could be managed by fewer personnel. While some duties were shifted from administrators to support staff, generally the district now operates with fewer administrators who earn more and generally have more responsibilities.

Faculty positions increased because new programs were added, such as a tool and die design program and a pre-press graphics design program, and because some existing programs were expanded, including the chiropractic technician and practical nursing programs.

Although the total number of students has remained relatively constant, the number of full-time equivalent students has declined because students are taking fewer courses. The strong local economy has created many new job opportunities for potential students.

Nicolet Area Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	1,066.3	912.8	-153.5	-14.4%
Students (head count)	9,701	9,166	-535	-5.5
Operating Expenditures	$ 8,824,736	$ 12,695,149	$ 3,870,413	43.9
Contracted Training and Services	$ 48,025	$ 175,912	$ 127,887	266.3

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 820,041	$ 1,497,151	$ 677,110	82.6%
Faculty & Instructors	2,688,052	3,391,102	703,050	26.2
Other Staff	2,075,445	2,936,410	860,965	41.5
Total	$ 5,583,538	$ 7,824,663	$ 2,241,125	40.1

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	31,927	49,617	17,690	55.4%
Faculty & Instructors	105,853	112,680	6,827	6.4
Other Staff	171,802	204,235	32,433	18.9
Total	309,582	366,532	56,950	18.4

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$25.68	$30.17	$4.49	17.5%
Faculty & Instructors	25.39	30.09	4.70	18.5
Other Staff	12.08	14.38	2.30	19.0
All Positions	18.04	21.35	3.31	18.3

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	15.3	23.9	8.6	56.2%
Faculty & Instructors	79.6	84.7	5.1	6.4
Other Staff	82.6	98.2	15.6	18.9
Total	177.5	206.8	29.3	16.5

Nicolet Area Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	14.69%	19.13%	4.44 percentage points higher
Administrative Hours as a Percentage of Total Hours	10.31%	13.54%	3.23 percentage points higher
Administrative Positions as a Percentage of Total Positions*	8.62%	11.56%	2.94 percentage points higher
Ratio of Administrative Positions to Other Positions*	1 : 10.6	1 : 7.7	2.9 fewer staff per administrator
Ratio of Administrative Positions to Students*	1 : 69.7	1 : 38.2	31.5 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

Nicolet has experienced an artificial increase in the number of administrative positions as a result of a union classification hearing in FY 1992-93, which led to 8.6 faculty positions being reclassified as administrative. The increase in administrative positions is also artificially increased by 1 position because the director of the Nicolet Distance Education Network appears on the district's payroll records, although the director is not an employee of the district and the district does not pay the director's salary.

As the data indicate, total administrative salaries increased 82.6 percent between FY 1991-92 and FY 1996-97. While the 9.6 positions noted above account for some of this increase, a majority of the increase is a result of salary increases. In FY 1991-92, a private consultant conducted a study of administrative salaries, which indicated that district administrators were paid substantially less than administrators in the eight smallest technical college districts. A follow-up study was conducted in FY 1994-95, which indicated that although significant salary increases had been provided, district administrative salaries still lagged behind their peers. A second salary adjustment was made to bring district administrative salaries closer to the average of the eight smallest districts.

Northcentral Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	2,513.0	2,319.5	-193.5	-7.7%
Students (head count)	17,588	17,913	325	1.8
Operating Expenditures	$ 18,263,610	$ 24,189,204	$ 5,925,594	32.4
Contracted Training and Services	$ 663,433	$ 1,579,281	$ 915,848	138.0

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 2,005,430	$ 1,861,140	$ -144,290	-7.2%
Faculty & Instructors	6,609,295	8,634,293	2,024,998	30.6
Other Staff	3,800,156	5,683,100	1,882,944	49.5
Total	$ 12,414,881	$ 16,178,533	$ 3,763,652	30.3

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	85,116	63,438	-21,678	-25.5%
Faculty & Instructors	226,857	270,603	43,746	19.3
Other Staff	374,468	444,425	69,957	18.7
Total	686,441	778,466	92,025	13.4

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$23.56	$29.34	$5.78	24.5%
Faculty & Instructors	29.13	31.91	2.78	9.5
Other Staff	10.15	12.79	2.64	26.0
All Positions	18.09	20.78	2.69	14.9

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	42.5	30.5	-12.0	-28.2%
Faculty & Instructors	170.6	203.5	32.9	19.3
Other Staff	180.0	213.7	33.7	18.7
Total	393.1	447.7	54.6	13.9

Northcentral Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	16.15%	11.50%	4.65 percentage points lower
Administrative Hours as a Percentage of Total Hours	12.40%	8.15%	4.25 percentage points lower
Administrative Positions as a Percentage of Total Positions*	10.81%	6.81%	4.00 percentage points lower
Ratio of Administrative Positions to Other Positions*	1 : 8.2	1 : 13.7	5.5 additional staff per administrator
Ratio of Administrative Positions to Students*	1 : 59.1	1 : 76.0	16.9 more students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

Northcentral implemented a major reorganization in FY 1995-96. The district downsized administration through the use of early retirement packages and attrition. Decision-making was moved closer to the line level, which allows the district to focus more on customers and allows faculty to participate more in programming and management decisions.

Several programs have been added, which may have helped retain a portion of the student enrollment. The district is a leader in implementing workplace learning centers, including programs for 911 operators, health professionals, and program assistants.

Support staff positions have been increased to provide additional computer help to staff and students; more support for the district's international center, which has increased the district's profile by developing a partnership with Georgetown University; and more support for the grants office in order to obtain more state and federal funding.

Northeast Wisconsin Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	4,592.5	4,063.8	-528.7	-11.5%
Students (head count)	44,348	40,200	-4,148	-9.4
Operating Expenditures	$ 28,481,031	$ 34,817,229	$ 6,336,198	22.2
Contracted Training and Services	$ 1,827,918	$ 1,865,218	$ 37,300	2.0

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 2,146,203	$ 2,569,900	$ 423,697	19.7%
Faculty & Instructors	11,536,730	13,077,934	1,541,204	13.4
Other Staff	5,411,586	6,966,698	1,555,112	28.7
Total	$ 19,094,519	$ 22,614,532	$ 3,520,013	18.4

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	84,915	87,338	2,423	2.9%
Faculty & Instructors	432,034	365,624	-66,410	-15.4
Other Staff	454,426	484,403	29,977	6.6
Total	971,375	937,365	-34,010	-3.5

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$25.27	$29.42	$4.15	16.4%
Faculty & Instructors	26.70	35.77	9.07	34.0
Other Staff	11.91	14.38	2.47	20.7
All Positions	19.66	24.13	4.47	22.7

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	40.8	42.0	1.2	2.9%
Faculty & Instructors	324.8	274.9	-49.9	-15.4
Other Staff	218.5	232.9	14.4	6.6
Total	584.1	549.8	-34.3	-5.9

Northeast Wisconsin Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	11.24%	11.36%	0.12 percentage points higher
Administrative Hours as a Percentage of Total Hours	8.74%	9.32%	0.58 percentage points higher
Administrative Positions as a Percentage of Total Positions*	6.99%	7.64%	0.65 percentage points higher
Ratio of Administrative Positions to Other Positions*	1 : 13.3	1 : 12.1	1.2 fewer staff per administrator
Ratio of Administrative Positions to Students*	1 : 112.6	1 : 96.8	15.8 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

The increase in administrative salaries was less than the increase in faculty salaries at Northeast, which reflects the district's ongoing commitment to attract and retain the best faculty it can afford. Additional evidence of this commitment is shown by data indicating that the average per hour salary of the district's faculty in FY 1996-97 is higher than the system-wide average, while the average per hour salaries of district administrators and other staff are lower than the system-wide average.

During a period of declining student enrollment, such as the period between FY 1991-92 and FY 1996-97, it is easier to adjust faculty levels than administrative levels. District faculty positions were decreased by 15.4 percent, which is higher than the system-wide average faculty decrease of 2.1 percent. District administrative positions increased by 2.9 percent, which is less than the system-wide average increase of 4.5 percent.

The district's full-time equivalent student enrollment in FY 1997-98 is estimated to be almost 3 percent more than the enrollment in FY 1996-97. This is expected to be the start of an upward trend as the district modifies the time, location, and manner in which courses and programs are offered.

Southwest Wisconsin Technical College

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	1,227.4	1,281.2	53.8	4.4%
Students (head count)	12,625	10,387	-2,238	-17.7
Operating Expenditures	$ 9,833,323	$ 10,849,056	$ 1,015,733	10.3
Contracted Training and Services	$ 94,056	$ 676,029	$ 581,973	618.8

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 819,200	$ 938,320	$ 119,120	14.5%
Faculty & Instructors	3,497,530	3,997,603	500,073	14.3
Other Staff	1,938,931	2,161,482	222,551	11.5
Total	$ 6,255,661	$ 7,097,405	$ 841,744	13.5

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	34,229	30,984	-3,245	-9.5%
Faculty & Instructors	144,561	144,384	-177	-0.1
Other Staff	196,243	173,629	-22,614	-11.5
Total	375,033	348,997	-26,036	-6.9

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$23.93	$30.28	$6.35	26.5%
Faculty & Instructors	24.19	27.69	3.50	14.5
Other Staff	9.88	12.45	2.57	26.0
All Positions	16.68	20.34	3.66	21.9

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	17.9	16.9	-1.0	-5.6%
Faculty & Instructors	108.7	108.6	-0.1	-0.1
Other Staff	94.3	83.5	-10.8	-11.5
Total	220.9	209.0	-11.9	-5.4

Waukesha County Area Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	3,576.1	3,335.2	-240.9	-6.7%
Students (head count)	35,848	33,449	-2,399	-6.7
Operating Expenditures	$ 30,287,645	$ 40,531,610	$ 10,243,965	33.8
Contracted Training and Services	$ 1,398,174	$ 1,985,916	$ 587,742	0.4

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 2,904,703	$ 3,927,708	$ 1,023,005	35.2%
Faculty & Instructors	10,951,448	13,385,775	2,434,327	22.2
Other Staff	6,654,772	8,290,312	1,635,540	24.6
Total	$ 20,510,923	$ 25,603,795	$ 5,092,872	24.8

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	109,856	126,851	16,995	15.5%
Faculty & Instructors	378,875	395,966	17,091	4.5
Other Staff	545,254	552,170	6,916	1.3
Total	1,033,985	1,074,987	41,002	4.0

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$26.44	$30.96	$4.52	17.1%
Faculty & Instructors	28.91	33.81	4.90	17.0
Other Staff	12.20	15.01	2.81	23.0
All Positions	19.84	23.82	3.98	20.1

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	52.8	61.0	8.2	15.5%
Faculty & Instructors	284.9	297.7	12.8	4.5
Other Staff	262.2	265.5	3.3	1.3
Total	599.9	624.2	24.3	4.1

Southwest Wisconsin Technical College

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	13.10%	13.22%	0.12 percentage points higher
Administrative Hours as a Percentage of Total Hours	9.13%	8.88%	0.25 percentage points lower
Administrative Positions as a Percentage of Total Positions*	8.10%	8.09%	0.01 percentage points lower
Ratio of Administrative Positions to Other Positions*	1 : 11.3	1 : 11.4	0.1 additional staff per administrator
Ratio of Administrative Positions to Students*	1 : 68.6	1 : 75.8	7.2 more students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

Southwest had a significant reduction in administration prior to the period of study, and the data show that 1 full-time equivalent position, or 5.6 percent of total administrative positions, was eliminated between FY 1991-92 and FY 1996-97. Positions other than faculty have been reduced because the district has a limited capacity for revenue growth. State funding has been static, and although property values have increased in recent years, the additional property tax revenues have not been sufficient to avoid staff reductions.

Because of the limited number of administrators, the district relies on faculty, who are generally paid more than professional administrators, to provide some administrative services.

Student enrollment has increased since FY 1991-92, which runs counter to the general trend in the technical college districts. The enrollment increase was caused by a large local company shutting down its operations. Many of the company's former workers enrolled in district retraining programs.

Businesses moving into the district have increased the demand for customized worker training and technical assistance programs.

Waukesha County Area Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	14.16%	15.34%	1.18 percentage points higher
Administrative Hours as a Percentage of Total Hours	10.62%	11.80%	1.18 percentage points higher
Administrative Positions as a Percentage of Total Positions*	8.80%	9.77%	0.97 percentage points higher
Ratio of Administrative Positions to Other Positions*	1 : 10.4	1 : 9.2	1.2 fewer staff per administrator
Ratio of Administrative Positions to Students*	1 : 67.7	1 : 54.7	13.0 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

The increase in the number of Waukesha administrative positions and the corresponding decrease in the ratio of administrators to other staff and to students is due to reclassifying seven positions from the other staff category to the administrative category. The new classification does not represent a change in responsibilities, but a more accurate reflection of existing responsibilities for these staff. In addition, one of the new administrative positions in FY 1996-97 represented a grant-funded position that no longer exists because the grant has ended.

There are a number of reasons why the number of administrative positions did not decrease, although full-time equivalent student enrollment declined 6.7 percent. For example, the average class size declined by less than 1 student, from 15.7 to 14.8 students per class, and the number of course sections increased by 20 to 4,978. In addition, the district started developing and offering courses in non-traditional formats, including television and the Internet.

Western Wisconsin Technical College District

Enrollment, Expenditures and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	3,519.9	3,182.1	-337.8	-9.6%
Students (head count)	19,737	18,814	-923	-4.7
Operating Expenditures	$ 21,784,701	$ 27,940,448	$ 6,155,747	28.3
Contracted Training and Services	$ 199,630	$ 530,700	$ 331,070	165.8

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 2,413,251	$ 2,963,784	$ 550,533	22.8%
Faculty & Instructors	7,961,961	10,228,181	2,266,220	28.5
Other Staff	4,464,491	5,869,902	1,405,411	31.5
Total	$ 14,839,703	$ 19,061,867	$ 4,222,164	28.5

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	102,164	103,925	1,761	1.7%
Faculty & Instructors	321,735	329,124	7,389	2.3
Other Staff	404,037	410,843	6,806	1.7
Total	827,936	843,892	15,956	1.9

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$23.62	$28.52	$4.90	20.7%
Faculty & Instructors	24.75	31.08	6.33	25.6
Other Staff	11.05	14.29	3.24	29.3
All Positions	17.92	22.59	4.67	26.1

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	52.1	51.4	-0.7	-1.3%
Faculty & Instructors	241.9	247.5	5.6	2.3
Other Staff	194.2	197.5	3.3	1.7
Total	488.2	496.4	8.2	1.7

Western Wisconsin Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	16.26%	15.55%	0.71 percentage points lower
Administrative Hours as a Percentage of Total Hours	12.34%	12.31%	0.03 percentage points lower
Administrative Positions as a Percentage of Total Positions*	10.67%	10.35%	0.32 percentage points lower
Ratio of Administrative Positions to Other Positions*	1 : 8.4	1 : 8.7	0.3 additional staff per administrator
Ratio of Administrative Positions to Students*	1 : 67.6	1 : 61.9	5.7 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

Western tends to be below the system-wide average in terms of average salary in all staff categories. The faculty salary agreement sets the standard for other position increases. Consequently, the relationship between the salaries of administrators and faculty is maintained.

The district pursues every opportunity to downsize. However, faculty positions have increased slightly because several new programs have been added in emerging occupational areas, and additional sections have been added because class sizes are often decreased to correspond to the number of computer stations available for students.

The district has experienced planned growth in contract training for business and industry, and continued growth is expected, which will continue to require additional administrative services.

Wisconsin Indianhead Technical College District

Enrollment, Expenditures, and Contracting

	FY 1991-92	FY 1996-97	Change	
Students (full-time equivalent)	2,626.1	2,392.8	-233.3	-8.9%
Students (head count)	22,469	24,697	2,228	9.9
Operating Expenditures	$ 19,045,623	$ 23,393,725	$ 4,348,102	22.8
Contracted Training and Services	$ 684,124	$ 590,601	$ -93,523	-13.7

Staff Salaries

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$ 2,288,821	$ 3,306,249	$ 1,017,428	44.5%
Faculty & Instructors	6,425,348	7,351,635	926,287	14.4
Other Staff	3,507,590	4,556,417	1,048,827	29.9
Total	$ 12,221,759	$ 15,214,301	$ 2,992,542	24.5

Staff Work Hours

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	108,484	129,029	20,545	18.9%
Faculty & Instructors	258,098	242,998	-15,100	-5.9
Other Staff	325,643	356,383	30,740	9.4
Total	692,225	728,410	36,185	5.2

Staff Salary per Work Hour

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	$21.10	$25.62	$4.52	21.4%
Faculty & Instructors	24.89	30.25	5.36	21.5
Other Staff	10.77	12.79	2.02	18.8
All Positions	17.66	20.89	3.23	18.3

Full-Time Equivalent Staff

Category	FY 1991-92	FY 1996-97	Change	
Administrators & Supervisors	52.4	62.0	9.6	18.3%
Faculty & Instructors	194.1	182.7	-11.4	-5.9
Other Staff	156.6	171.4	14.8	9.5
Total	403.1	416.1	13.0	3.2

Wisconsin Indianhead Technical College District

Administrative Changes

Category	FY 1991-92	FY 1996-97	Change
Administrative Salaries as a Percentage of Total Salaries	18.73%	21.73%	3.00 percentage points higher
Administrative Hours as a Percentage of Total Hours	15.67%	17.71%	2.04 percentage points higher
Administrative Positions as a Percentage of Total Positions*	13.00%	14.90%	1.90 percentage points higher
Ratio of Administrative Positions to Other Positions*	1 : 6.7	1 : 5.7	1.0 fewer staff per administrator
Ratio of Administrative Positions to Students*	1 : 50.1	1 : 38.6	11.5 fewer students per administrator

* Positions and student count are full-time equivalents.

Comments Provided by the District

Wisconsin Indianhead operates four comprehensive campuses in a region that is larger than eight states. The campuses are located in the largest population centers in their regions, but the populations in these regions are relatively small in comparison to the populations found in many other technical college districts. As a result, there is limited opportunity to achieve economies of scale. For example, it is necessary to have several of the same supervisory positions at each campus, including a campus administrator, a facility management supervisor, a student services director, and an administrative assistant.

The constraints associated with low population and a large geographic area also explain why the district has a declining ratio of students per administrator. While the number of full-time equivalent students has declined, the district is not able to reduce administration by a similar percentage. Further, the data indicate that the district has more students taking fewer credits: since FY 1991-92, student head count has increased 9.9 percent, while full-time equivalent students have decreased 8.9 percent.

Administrative positions accounted for a higher proportion of total positions in FY 1996-97 than the proportion in FY 1991-92 because the contract length of certain administrators was increased, some lower-level positions were reclassifid into supervisory positions, and some supervisory positions were added in several programs.

The district's operating expenditures increased at a rate that was 5.6 percentage points lower than the system-wide average.

The district's contract training revenue fell because it lost an annual state contract, worth approximately $100,000, to provide training to inmates at two prisons in the district.

Wisconsin Technical College System Board
Edward Chin, State Director

August 6, 1998

Ms. Janice Mueller, State Auditor
Legislative Audit Bureau
Suite 402
131 West Wilson Street
Madison, WI 53703

Dear Ms. Mueller:

Thank you for the opportunity to comment on behalf of the Wisconsin Technical College System regarding the Audit Bureau's study of district administrative salaries and staffing. We believe that the report has promise for being a useful tool to assist managers throughout the System.

Among its significant findings, the report concludes that the System's senior level administrators earned, on average, less than their peers at midwestern two-year public colleges in 1996-97, even though the rate of salary growth for WTCS administrators has been higher than the national average in recent years. We would agree with the Audit Bureau that midwestern two-year public colleges provide the most similar group with which to compare WTCS administrative salaries. However, it is interesting to note that the report shows that senior level administrators in other public and private post-secondary institutions in Wisconsin earn significantly more than WTCS administrators.

While the report summarizes a large amount of data, careful readers will observe that the percentage rates of change in administrative salaries and staffing do not tell the full story. One must also look at the change in absolute numbers and the full detail provided in all parts of the report to acquire a comprehensive understanding.

The report indicates that when examined on a systemwide basis, the resources devoted to administrative positions relative to other positions (faculty and other staff) did not change significantly during the five-year period examined. Specifically, on page I-3 of Appendix I, it is noted that the following indicators did not change significantly:

- Proportion of total technical college salaries devoted to administrative positions.
- Proportion of total work hours recorded by administrators.
- Administrative positions as a percentage of total positions.
- Ratio of administrators to all other staff.

310 Price Place, P.O. Box 7874, Madison, WI 53707-7874 • Phone (608) 266-1207 • Fax (608) 266-1690

One indicator which did change significantly was the ratio of administrators to full-time equivalent students. During the five-year period examined, economic conditions in Wisconsin were so favorable that fewer individuals were attending technical colleges than before and, moreover, those who did attend took fewer credits. Overall, the System's full-time equivalent student count was down and the number of headcount students was also down but by a smaller percentage (for 1997-98, preliminary counts show an increase in FTE students of approximately 2% systemwide). However, during the five-year period in question, the System took on costly new functions and challenges which do not entirely relate to the number of students enrolled, but have an impact on staffing. Examples include:

- The School-to-Work activities that technical colleges are involved in with high schools such as curriculum development, staff development, program articulation, and guidance, counseling and recruitment services were given increased emphasis.
- Information technology staff were added to develop distance education capacity and to implement technological improvements in administration.
- The number of students with disabilities enrolled in the System increased by 50% during this period (from 8,223 in 1991-92 to 12,318 in 1996-97). Frequently, extra services are provided to allow these students to succeed in their studies. In addition, the districts now provide transition services to approximately 5,000 high school students with disabilities.

These new areas of emphasis partially account for the increase in district commitment of resources.

The report correctly notes that there is significant variation among the 16 technical college districts not only in total administrative salaries and the number of administrative positions, but also in the rate of change in administrative salaries and positions. However, as noted in the report, each technical college district reviewed the staffing and salary data and provided explanations for the current level of administration and for the changes that took place during the five-year period examined. Therefore, the report must be read in full; after reviewing the data and narrative in the main body of the report, the reader must also read the summary of comments provided by the districts found in Appendix I. These comments provide additional context as to the reasons for the variation among the technical college districts.

Let me cite examples as to why the report must be read in full for complete appreciation of the points made:

- The discussion of expanded fringe benefits provided to technical college presidents clearly points out that it is common practice for senior level administrators in the UW System and at private universities to receive expanded benefits. An actual comparison of these benefits would be interesting. It is difficult to judge if WTCS district practice is in line with a standard.
- While Table 11 shows that Blackhawk Technical College had the largest percentage increase (40.9%) in average administrative salaries in the five-year period, the report also notes that Blackhawk continues to have the lowest average hourly salary rate for administrators.
- While Table 12 shows that the number of administrative positions increased by 4.5% or 33.8 full-time equivalents (FTEs) systemwide in the five-year period examined, the report notes that most of the additional positions were found at Milwaukee Area Technical College and Fox Valley Technical College and they primarily represent an increase in the amount of time spent by current faculty on administrative duties. Furthermore, the increase in administrative positions at Nicolet Area Technical College was largely the result of a unit clarification decision made by the Wisconsin Employment Relations Commission which led to a number of faculty positions being reclassified as administrative. Excluding these three districts, the number of administrative positions shows a decline of 14.2 FTEs systemwide.

It is important to note that the purpose of the audit was a factual report on what happened to administrative salaries and staffing and not an analysis of why it happened. The report emphasizes this point by stating: "Because the purpose of the report is to provide administrative salary and staffing information to the Legislature and to local technical college district boards, we did not evaluate differences among the districts. The administrative information included in the report will, however, provide local governing boards with a starting point for evaluating their districts' administrative practices relative to those of all other districts."

I am confident that the report will be read with great interest by technical college district boards and administrators. That is where decisions on district budgets, salaries, and staffing are actually made in the System. We believe the report creates a useful method of arranging management information to help district boards and administrators. The agency will strongly encourage each district to do the full local analysis, which the LAB report does not attempt to perform, to

determine the reasons for significant deviations from System norms and take appropriate actions if necessary.

As for the one recommendation the report makes for WTCS Board action, we intend to generate and distribute comparable administrator and staff data annually and multi-year trend data for district management use. The agency currently publishes annual comparative operational expenditure data and systemwide enrollment and expenditure trend data. Biennially, the agency distributes five-year trend data by district on various revenue, expenditure and enrollment measures. I am pleased that the WTCS Board has in place a good data system that allows for this kind of analysis. It would be further instructive to see similar analyzes of administrators and staff of other public service operations to determine how the Technical College System compares; has the experience been similar or different elsewhere and how great are the variations.

The report will be an agenda item for a WTCS Board meeting in the near future. In preparation for that event, I will invite the districts (now that they have seen the final report for the first time) to send our agency a more complete response to the report's findings regarding their individual districts than is found in Appendix I. I know the WTCS Board will be very interested in the district responses, both from those districts who may have shown a significant variation from the System averages on certain criteria and from the majority of districts who show no noteworthy variations from the System averages.

We thank the Audit Bureau for its work. The WTCS Board is acutely interested in ensuring the most effective use of public resources and welcomes the assistance of the Audit Bureau. Providing this data tool to allow district boards and managers to have an additional context for their decision-making is a positive step. Finally, I need to mention the highly professional practices of the Audit Bureau staff in conducting this study and the special courtesy in keeping us informed of the progress of the study and allowing the System to provide interim feedback.

Sincerely

Edward Chin

Edward Chin
State Director

U.S. Department of Education
Office of Educational Research and Improvement (OERI)
National Library of Education (NLE)
Educational Resources Information Center (ERIC)

NOTICE

Reproduction Basis

[X] This document is covered by a signed "Reproduction Release (Blanket)" form (on file within the ERIC system), encompassing all or classes of documents from its source organization and, therefore, does not require a "Specific Document" Release form.

[ ] This document is Federally-funded, or carries its own permission to reproduce, or is otherwise in the public domain and, therefore, may be reproduced by ERIC without a signed Reproduction Release form (either "Specific Document" or "Blanket").